



THE ROTARIAN

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Rotary and Its Magazine

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International Association of Rotary Clubs

Is an organization of the Rotary clubs in nearly 600 of the principal cities of the United States, Canada, Great Britain and Ireland, Cuba, Porto Rico, Panama, Hawaii, Philippines, Uruguay, Argentina and China, with headquarters at 910 South Michigan Avenue, Chicago, Illinois, U. S. A. The name is sometimes abbreviated to I. A. of R. C.

Objects of the I. A. of R. C.

First: To encourage, promote and supervise the organization of Rotary Clubs in all commercial centers thruout the world.

Second: To co-ordinate, standardize and generally direct the work and activities, other than local activities, of all affiliated Rotary Clubs.

Third: To encourage and foster, thru its own activities and thru the medium of affiliating Rotary Clubs:

- High ethical standards in business and professions.
- The ideal of *service* as the basis of all worthy enterprise.
- The active interest of every Rotarian in the civic, commercial, social and moral welfare of his community.
- The development of a broad acquaintanceship as an opportunity for service as well as an aid to success.
- The interchange of ideas and of business methods as a means of increasing the efficiency and usefulness of Rotarians.
- The recognition of the worthiness of all legitimate occupations and the dignifying of the occupation of each Rotarian as affording him an opportunity to serve society.

Fourth: To create, adopt and preserve an emblem, badge, or other insignia of International Rotary for the exclusive use and benefit of all Rotarians.



Excerpts from Audit Bureau of Circulations

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THE advertising pages of THE ROTARIAN are open only to advertisers of acknowledged standing and respectability. Advertisements will not be accepted from those who are engaged in doubtful or irregular enterprises or whose records give evidence of even a disposition to disregard correct business methods or recognized standards of commercial or professional honor.

51,000 Copies of this Issue were printed



SEBASTIAN KRESGE

We Six Kresge Rotarians

Wish you a most Happy,
Healthy and Prosperous

New Year

We are all connected in various capacities with the S. S. Kresge Organization, whose General Executive Offices are located in Detroit, Michigan, in the Kresge Building, at Grand Circus Park.

Our business is that of a chain of 5c and 10c stores and 25c and 50c stores. These stores are in the larger cities throughout the North Central and the New England States.

We will now introduce 'our' members:

Sebastian S. Kresge entered the 5c and 10c store business twenty three years ago at Memphis, Tenn., and Detroit, Mich., as a half owner. He is today President of the corporation operating 180 stores.

Charles B. Van Dusen, Vice President and General Manager, joined Mr. Kresge fifteen years back when their entire office force consisted of one combination—bookkeeper—stenographer.

Alex N. McFadyen, General Store Manager, has also been with the company fifteen years. To him falls the executive work of organizing and managing the stores.

Carl B. Tuttle, Treasurer, joined forces with Mr. Kresge twenty years ago. It is his task to count nickels, dimes, quarters and halves and try to keep a few for the company.

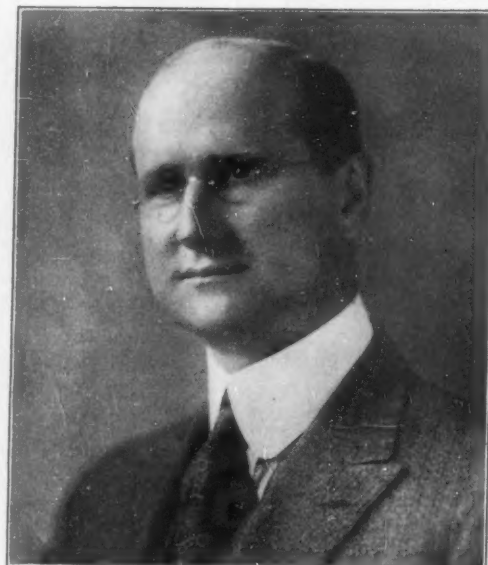
Roy R. Williams, Secretary and Director of Purchases, recognized the opportunity twelve years back and signed up for life. All he has to do is "get the goods".

Frank J. Campbell, Director of Promotion Work, has but recently joined the force. He was a charter member of Detroit Rotary. His task is to promote Personal Development, Educational Activities, Social Organization, Cooperation, and Public Enlightenment.

37 Kresge Store Managers in different cities are members of Rotary.



CHARLIE VAN DUSEN



ALEX McFADYEN



CARL TUTTLE



ROY WILLIAMS



FRANK CAMPBELL

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John N. Dyer 1st Vice President
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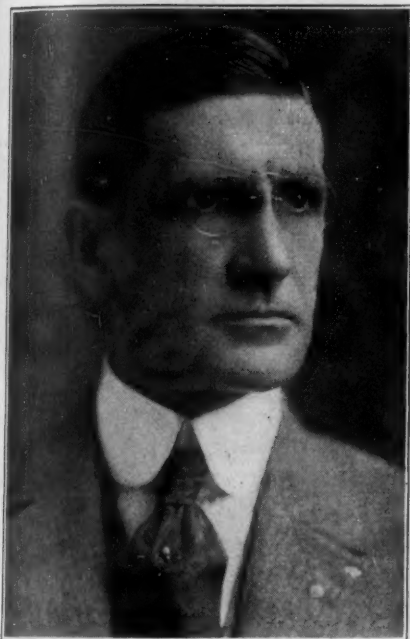
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Have We Kept The Faith

By Albert S. Adams, President I. A. of R. C.



Albert S. Adams
President I. A. of R. C.

*"Take up our quarrel with
the foe!
To you from falling hands
we throw
The torch. Be yours to
hold it high!
If ye break faith with us
who die
We shall not sleep, tho'
poppies grow
In Flander's fields."*

AT the beginning
of a new year it
were better to give
thought to the past,
remembering some of
the unfulfilled or for-
gotten pledges made,
Oh! so short a time
ago, rather than mak-
ing new ones for the
future.

Have we kept
faith with our fellow-

man, with ourselves, with our country? Have we truly
kept faith with God Himself?

Just back in 1918 when things looked blackest and
when good resolutions were so easy to make (for the day
of their payment seemed so far away), in those days
one heard it on every side that despite the horror of The
War, good was coming out of it. The souls of men and
of nations were being purged, so that when The War
was over men would be kindlier and more forbearing.
When the great day of Peace should come, justice and
righteousness would be the portion of mankind, and all
the world would live by the simple rule: "Therefore, all
things whatsoever you would that men should do to you,
do you even so to them."

Then flasht out across the world the news "the war
is over." A few wild hours of rejoicing—then, we all
forgot!

We forgot that the son of the laborer and the son of
the "boss" had gone out into the "great adventure" to-
gether, had bunkt together, suffered together, and had
found out that we are all pretty much the same sort of
folks. The business man who had given of his time and
his money, and answered every call, forgot so soon that
peace requires as high an order of patriotism as does war.

The workers everywhere forgot that the world needed, as
never before, greater production after four years of de-
struction. Everybody seemed to forget, tried to forget,
all the lessons we had learned and for which we had paid
such an awful price.

Have we kept faith?

Those men who work with their hands in mill and
factory, exempted from going to the front for their labor
(oh, yes, just as necessary as carrying a gun, and much
safer), allowed to stay at home with their loved ones,
receiving wages greater than they ever dreamed while
their fellows suffered and died that this world might be
a decent place in which to live—are they keeping faith?
Those radical groups who demand shorter hours of work
than any man rightfully needs, and wages they know
they cannot honestly earn, who are willing by the power
of the strike to tie up the industry of a nation, bringing
untold suffering upon old people and upon the babe in
arms, upon the sick and upon the helpless, and (if needed
to gain their point), to overthrow, if they could, the Gov-
ernment that protects them and gives them the liberties
they enjoy—have they kept faith?

Is the great "Public" keeping the faith, when it fol-
lows blindly after demagogues and selfish politicians, when
it buys everything it wants and pays no heed to the qual-
ity and never asks the price, thereby encouraging profiteer-
ing and increasing the cost of living for itself and
those less able to pay; when it stands idly by when labor
disputes arise, and does nothing but pay the bills and
suffer the hardships, instead of wading in and saying
"this is no private quarrel; this is ours and we intend
to have a hand in it"—has the "Public" kept faith?

Have those who rule and sit in places of authority
kept faith when they have paid more heed to the clamor
of a class than to the rights of the whole people—those
who would risk the happiness of the world if a political
advantage could be gained?

Are we as Rotarians keeping faith, when we allow
radical agitators to come into our community to stir up
strife between classes, and to break down the good feeling
between the man who works and the man who furnishes
the employment? Keeping faith would mean saying to
these agitators "we are devoting our lives to building up
this community, and you shall not come here and teach
men to tear it down. We are the friends of this town and
its people. You are their enemy. Get out!"

We are not keeping faith unless we are putting the

principles of Rotary and even justice in our places of business, knowing our employes by name and not by number, making them feel that we are their best friends and that their success and ours is mutual, giving to them the right kind of places in which to work, giving them a fair day's pay for a fair day's work, and bringing them to an understanding that the wage they receive is not all there is to the job.

We are keeping faith by striving earnestly to teach them to get the point of view of the workman, who standing before the wonderfully beautiful cathedral, was asked how long it was in the building, and replied, "It took us a long time," and when asked why he said "us" replied: "I helped to mix the mortar."

Are we Rotarians keeping faith when we fail to take an interest in those aliens who come to our shores? when we permit them to be herded in colonies of their own sort? when we make no effort to reach them and help them to learn the responsibilities and duties of citizenship? when we do nothing to counteract the teachings of those who would use them in trying to bring about anarchy and revolution?

We are not keeping faith when we do not teach them that Liberty does not mean License, and that their duty and allegiance is to the flag to which they owe their protection and their right to life and happiness.

This is keeping faith: That there shall be undivided loyalty to the flag we live under, and that no man shall live under the protecting folds of the flag of a great nation

and carry in his heart the red flag, and we must see to it that the man who does this shall receive neither mercy nor consideration.

The time has come when every man must declare himself. Rotarians must be leaders in this as in all other things. We must reconsecrate ourselves and from this day forward prove that:

***"The torch ye threw to us was caught,
Our hands will ever hold it tight,
And Freedom's light shall never die."***

Every man must prove himself a 100 per cent citizen, be he Canadian or Briton, or American, or Cuban, or of whatever country he claims to be.

Rotarians, the times in which we live are a challenge to you. Put your minds and your hearts to these problems that the day may soon come when all this strife and turmoil and bitterness shall cease. Yours is the opportunity if you will but preach and practice "Service above Self."

And may each Rotarian have it said of him as relating to all of his activities as a man and as a citizen, at the close of 1920, and at the close of every other year: "He has fought a good fight; He has kept the faith."

At the end of the Journey may each of us be able to feel that we have helped a bit to make the world a brighter and happier place, and that there are some whose way has been made smoother and their burdens a little lighter thru our help.

My good Rotarian friends, wherever you be, thru all the year, may the Blue Bird of true happiness be very near to you and your loved ones. May you have an abundance of good health and prosperity, and may every good wish come true.

*Sincerely,
Bert Adams, International President.*

Business Methods and Right Thinking

By B. F. Harris, Chairman, Committee on Business Methods, I. A. of R. C.

THE Publicity Committee of the I. A. of R. C., thru its chairman, Guy Gundaker, has communicated with each Rotary club with reference to the report of last year's International Committee on Business Methods. The idea is that every program committee will bring this subject before its club, for the purpose of having the recommendations discussed and put into effect.

Accordingly, this year's Committee on Business Methods urges each club to devote a program, not infrequently, to this all important subject.

Take up in the clubs, first, the vital reconstruction suggestions of last year's Committee.

Following that, go back into the reports of former years for suggestions, with such new subjects as each club may develop or this year's Committee may possibly offer.

It is thru business methods that we express and make effective our ideas of service. Our methods reflect self in respect to the service we render. We must make it plain that Rotary is service, and that Rotarians place service above self.

The test of Rotary and of every Rotarian is in the manner or method he employs and the ethics he follows in his every-day contact with his public—his customer and client.

If we have the Rotary spirit, we will develop human and heart-driven methods of business and service, illumined by a background of aggressive Christian citizenship.

Rotary's membership covers almost every human demand and supply, all the way from the doctor and the clergy to the undertaker and the tomb-stone man, in preparation for all that comes before and after, and for almost every moment in between.

Covering such a vast range, where do we begin and where end, in our committee work on "Business Methods"?

It is clear that we are largely limited to general principles, and that for the thousands of classifications, there must be one common principle, one common road, to a 100 per cent Rotary record.

All the impulses, motives, ideals, and economics of life, of work, of

business, of society, and of government are old, old subjects. But Rotary principles are all "old stuff," for they are fundamental—the fundamentals of a successful life and business.

The oldest and soundest rule we know is the Golden Rule, and that means service, for service means, "Do as we would be done by,"—doing it first and always. This was never so true as today, when every ideal on an economic basis is becoming practical, and is on the eve of accomplishment.

We are barely peeping thru the port-holes of the possibilities of Rotary's program.

In our business methods, and particularly in our advertising and personal contact, let us preach and practice right citizenship and right-thinking. That is a sure cure for unrest and all our ills.

One of the deplorable and inexcusable phases of the present national discontent is the apparent increase in the number of persons incapable of thinking straight. No Rotarian is doing his duty in these tremendous times, who fails to make his contribution to intelligent and straight thinking.

We must not profiteer in citizenship any more than in business;—we must give 100 per cent value plus, in both.

Note the increasing number of advertisements and "house organs" in this direction, and the fine reaction. Public opinion makes or mars progress, and develops or throttles ideas inimical to our welfare, and we may and must do much in making public opinion.

*"How few think justly of the thinking few;
How many never think who think they do."*

Rotarians must think for, as well as of, others, and our greatest service is service in the welfare of that upon which all else depends,—the welfare of our country.

The Rotarian counts his profits and losses by the year, not by the hour; he thinks in terms of decades and not of days; he looks for his pay in the harvest, not in the seed; his preferred profits are in service not measured by dollars.

Problems of Street Railways in U.S.A.

By Harlow C. Clark, Editor of "Aera"

THAT the United States has more miles of electric railway per unit of population than any other country in the world; that both its cities and its urban communities are better served; that the development of its local transportation systems have not only kept pace with, but in most instances have been in advance of the development both of its urban and interurban territory; that, to summarize, it has led the world in the evolution of local transportation; is due, not to the foresight and enterprise of the communities themselves, but to the American practice of giving latitude to and incentive for individual endeavor that has attracted to the task of providing this public service the initiative, the genius and the enterprise of those optimists of business who are responsible for this far-reaching benefit to the public.

In the early days of its development, local transportation was, in all but the larger cities, regarded as a service of convenience and not of necessity. Its development has in most instances been against the opposition, and not with the cooperation, of the communities.

The States as well as their subdivisions have, until recent years, been without a constructive policy in the matter of their relations with the private companies which furnish the service.

In most instances the original location and the subsequent extension of lines was opposed by the public thru its elected representatives. In practically all instances the process of consolidating the smaller lines into comprehensive systems, the benefits of which are now admitted by everyone, went forward in spite of public protest and against public opposition.

Haphazard Development

THE vision of the utility men as to the future of the industry as affecting social needs and community requirements has, in all instances, been keener than that of the communities themselves; so that the history of American electric railways may be said to be the history of an essential public service developed against the public will.

This haphazard development, and it has been haphazard because no one was wise enough to fully comprehend the importance of local transportation to community life and to provide for its orderly economical development, has been accompanied by some mistakes, by some extravagance, and in a few instances by culpable methods of financing.

Where mistakes have been made and where extravagance has been practiced the fault has been as much with the public, which failed to recognize the essential nature of the utilities and their effect upon community interest and so provide for its proper control, as with the promoters of the enterprise, who were compelled to follow methods of finance then in general practice because no other methods were known or possible.

The benefits of this development have accrued to the public and to the car rider and not to the investor. According to the figures compiled by the United States Bureau of the Census, the return upon the net capitalization of all electric railways was: In 1902, 4.28 per cent; in 1907,

My City and I

MY city is the place where my home is founded, where my business is located, where my vote is cast, where my children are educated, where my neighbors dwell, and where my life is chiefly lived.

I have chosen it after due consideration among all the cities of the earth. It is the home spot for me.

My city has a right to my civic loyalty. It supports me and I must support it.

My city wants my citizenship, not partizanship; friendliness, not offishness; cooperation, not dissension; sympathy, not criticism; my intelligent support, not indifference.

My city supplies me with law and order, trade, friends, education, morals, recreation, and the rights of a free born American. I should believe in my city and work for it, and I will.

—Edward John Carson,
Rotary Club of Raton, N. M.

4.32 per cent; in 1912, 4.70 per cent; and in 1917, 4.32 per cent. Upon any reasonable assumption of value, as compared to capitalization, this return is much below that ordinarily received in other industries, and it is impossible upon any basis of fact to show that it has, for the industry as a whole, ever been excessive, or even adequate.

Such sins of finance as have been committed have been directed against the investor and not against the public or the car rider, and it has been the investor and not the public who has borne the losses incident to the high financing against which so much complaint has been made.

Community and Public Benefited

ON the other hand, there is not a community in the country possessing a street railway system, which has not directly benefited in the matter of increased property value, to a degree that entirely and completely overshadows any claims made as to overcapitalization.

Dr. Milo R. Maltbie, a representative of the public, in his testimony before the Federal Electric Railways Commission recently, called attention to a report made by the City Club of New York City. In this it was shown that the increase in the value of the real estate directly and immediately caused by the construction of subway and elevated lines in the Borough of the Bronx was much more than sufficient to pay for the entire extension.

Thus, the City of New York benefited by this increment to its tax rolls, the real estate owner benefited by the addition to the value of his property, while the company furnishing the service is on the verge of bankruptcy, and the private capital invested in the enterprise is in danger of annihilation.

Similarly, the car rider, the person who uses the service, has directly and tremendously benefited. The cost of the service furnishes him

has constantly and continuously decreased: First, by the inclusion of the smaller separate lines into one system and the consequent substitution of one fare for a ride over the entire system in the place of separate charges for each line; second, by the inauguration and extension of the free transfer system, which greatly increases the length of ride possible; third, by the extension of lines embraced within the system, which further increases the possible length of ride; and finally, by the improvements in service which have increased the speed of transportation and so directly added to the time available to the individual car rider for business and pleasure.

What Overcapitalization Is

THE net capitalization of the electric railways of the United States in 1917, as reported by the Bureau of the Census, was approximately \$4,900,000,000. There is, undoubtedly a considerable margin between this sum and the amount of actual cash that has been paid for the securities outstanding. This margin represents in part what professional agitators are pleased to designate as "over capitalization" or "watered stock."

Without attempting to deny that there have been instances of unjustifiable inflation, it is not difficult to show that, in most cases, the so-called "water" is in point of fact, the cost of obtaining the money necessary first for the construction and second for the development of the electric railway system.

It is only since electric railways have become a necessity to communities that investment in their securities could have been considered as reasonable, safe, and conservative. Before that time electric railways were regarded as, and actually were, "speculative enterprises." Money put into their promotion was liable to complete or partial loss, and was in no case assured of an adequate return. The value of the investment was, therefore, "speculative." The investor hoped for profits, but was prepared for a loss.

Under such circumstances the "cost of the money" was necessarily larger than for enterprises where there is assurance of return and protection for the original capital. In a large measure the bond discounts allowed and "bonus" stock distributed represents this "cost of money."

High Cost Unavoidable

A FURTHER large share of the margin that may exist between net capitalization and paid-in investment, represents stock paid to "promoters," a term now discredited, but which, when rightly understood, designated those men whose enterprise and courage and vision made our local transportation system possible.

It takes more than mere money to establish industry. It takes initiative, courage, persistence, and in many cases positive genius. These necessary attributes must be paid for, and the share in the enterprise given to them and represented in the total net capitalization of the electric railway industry, may properly be called the "cost of enterprise."

Both the cost of money and the cost of enterprise were, under the circumstances surrounding the development of electric railways in the country, no higher than necessary. They could have

been escaped only if, from its inception, the industry had been recognized as one of assured return and safety, and the initiative of individuals had been unnecessary to its development.

The speculative era in electric railway enterprise has past and the troubles of the industry as they exist to-day have arisen from the difficulty of readjusting conditions to the new conception that the industry, as providing an essential public service, should be so stabilized that investment therein shall be safeguarded and a proper return thereon assured.

To find the fairest, most equitable, and least disturbing process for this readjustment, constitutes the electric railway problem. The service for so long considered a mere convenience has established itself as a necessity in every community of any considerable size. For that reason its solution is of pressing importance and, in the interests involved, a matter of primary concern to the communities, the interests of the owners, great as they are, being of secondary importance.

Basic Principles Involved

THE solution will be good or bad, as the communities recognize the basic principles involved, which I believe to be these:

FIRST—That a unified and complete system of local transportation is essential to modern community life.

SECOND—That safety, efficiency, and economy of operation should be insured in its provision.

THIRD—That the fares imposed should be as low as possible and should be based upon the cost of providing the service.

FOURTH—That the individual initiative and enterprise which alone has made possible the local transportation system of the country as it exists today, should be retained in the public service.

FIFTH—That a continuing supply of new capital for electric railways is necessary in order that their development may keep pace with the transportation needs of urban, suburban, and interurban communities, and that cost of new capital will depend upon the safety of the investment and the assurance of the return.

SIXTH—That existing utilities should be brought into proper relations to this new concept by a process which will insure justice and equity both to the public and to the communities.

Co-operation Is Essential

THE process of readjustment which is now under way will be satisfactory or unsatisfactory, slow or speedy, in the degree that both the utilities and the public put aside the spirit of antagonism that has for too long marked their dealings with each other, and approach their problem upon a common platform of common sense, reason, and fairness.

To this end it is essential that there should be the elimination from the negotiations, or a change of attitude upon their part, of those professional antagonists of public utilities who have for so long seen in the utilities only an enemy to be attacked, that they are incapable of realizing that the answer to the present problem is to be found in preservation and not destruction.

There is no fundamental or irreconcilable difference between the interest of the public and of the utilities. More than one hundred witnesses appeared before the commission appointed by President Wilson to investigate and report upon the electric railway situation. They represented all shades of opinion, from the ardent advocate of municipal ownership and operation in order that street railway service be furnished to all corners absolutely free, to the equally

ardent advocate of the removal of all governmental control of transportation utilities. Yet it is entirely possible to trace thru these apparently divergent theories certain general principles to which all subscribe.

Agreed Upon General Principles

From a rather close study of the testimony I judge these general principles to be:

FIRST—That electric railway service is absolutely essential to modern American cities and that no other method now exists, or is in sight, by which the service can be performed as completely as efficiently or as economically as by transportation upon tracks.

SECOND—That whatever may be the abstract merits of public ownership and operation, in most instances, the legal, social and sentimental obstacles to its adoption preclude its consideration as an immediate remedy for existing conditions.

THIRD—That the credit of the electric railway industry has been so far destroyed that it is unable to properly perform its functions, and that it will continue to be unable so to do until its credit is restored.

FOURTH—That the system of securing local transportation service by contracts which fix inflexible rates of fare, is just neither to the public nor to the utilities, and under extraordinary conditions such as have been caused by the war invariably results, unless contracts are modified, in deterioration of service.

FIFTH—That private capital cannot be enlisted for public service by any other means than by the allowance of such a rate of return, and by the provision of such security of principal, as will attract capital.

SIXTH—That unless the communities assume a part of the expenses of providing electric railway service, the only equitable basis for determining such fares is the cost of providing the service.

SEVENTH—That even with the most efficient management upon the part of the operators, the question of low or high fares will always depend upon the extent to which the public and especially public authorities cooperate with the management in carrying out those operating methods and practices which make for economy and efficiency.

EIGHTH—That a new price level has been reached which is likely to be maintained for an indefinite period and that there is now taking place a readjustment of the prices of all commodities as well as the wages of labor to meet this new level.

Planks for Common Platform

THESE points of argument, to which additions might easily be made, seem to me to furnish the planks of a platform upon which the public and the utilities may stand together.

Many "remedies" have been suggested as a cure for the ills of the industry. They can readily be divided into two classes—those which relate to the broad principles of the relation between communities and private enterprise and capital serving them, and those which relate to basis of fares and methods of operation. In the latter class may be put proposals as to distance tariffs, zone systems, transfer charges, and other means of levying the cost of the service upon the car rider as well as suggested changes in methods of operation which have as their object greater economy and efficiency in operation.

These are of the greatest importance and should tend towards a more equitable distribution of costs among patrons, as well as a lessening of these costs. But they cannot successfully be put into practice with the best results until the industry is re-established on such a basis as will restore its credit and reestablish the confidence of the investor, whose savings are con-

stantly being required for the expansion and improvement of the service.

In normal years, the industry requires for its use some \$200,000,000 of new capital for expansion and improvements, in addition to the much larger amount necessary for refunding operations.

Confidence Must Be Restored

This money comes from the accumulations of the provident and thrifty, and its investment is controlled by them alone. They have seen, in recent years, the integrity of public utility investment imperilled because the basis of the industry's present relations with the public are unscientific, in defiance of economic law, and entirely unsatisfactory both to the public and to the utilities. Until this condition is changed and until a new basis is arrived at, which will do away with existing evils, private capital will not be available.

Therefore, the first task before the communities which are seeking to insure for themselves proper local transportation, is to establish between themselves and the companies supplying them this form of public service such relations as will restore the confidence of the man whose money they seek to attract.

This accomplishment, an important work remains to be done, in co-operating with the companies to secure the "best possible service at the lowest possible price."

My own ideas, which reflect the opinions and ideas expressed to me by a large number of electric railway executives are expressed in a plan which I presented to the Federal Electric Railways Commission at a hearing held in Washington on July 25 last.

Its main features follow:

(a) The ascertainment of the amount upon which the enterprise should, in fairness and justice to both the investors and the public, be allowed to earn a return.

(b) The establishment by the authorities of a system of charges for service by which rates will automatically increase or decrease above or below the initial rates named in the permanent plan, by a defined method and schedule so as to yield at all times sufficient revenue to meet all the payments contemplated by the plan, including such protective reserves as should be established, and also sufficient opportunity for participation in benefits resulting from economy, efficiency and initiative to induce the greatest efforts by the utility.

(c) Power of regulation, either by state or municipal authorities, in respect to all matters affecting conditions and character of service, including extensions, improvements and betterments.

(d) The utility to be conducted on the so-called indeterminate franchise principle and to be subject to such regulation as may be prescribed by law in respect to accounts to capital investments and other matters.

(e) The establishment of the right of the municipality or other governmental agency to purchase, as shall be set forth in the plan, which shall in particular establish the price or the method of ascertaining the price.

(f) All special taxes and all special charges and assessments paid by the utility are, in fact, paid by the car rider, being a part of the cost of transportation. Car riders, as a class, should not be subjected to such indirect or special taxation, and should, so far as the particular circumstances in each community will permit, be relieved therefrom.

Note: Harlow C. Clark is the editor of "Aera," the official publication of the American Electric Railway Association. The foregoing was written expressly for THE ROTARIAN.

An Industrial Picnic for 25,000

By Clarence W. Hamilton

AT this time when so much is heard about Bolshevism, industrial unrest and strikes, it is gratifying to learn of the happy relations existing between the workers and their families and the management of one of America's famous industrial plants.

On a Saturday in September the 7,100 employees and executives of the National Cash Register Company, at Dayton, Ohio, had what is believed to be the greatest, as well as the most unique, industrial outing and picnic ever held. Fully twenty-five thousand people were present at the affair which was arranged and managed entirely by employees. It was more than a picnic, however. It was also a welcome to Rotarian John H. Patterson, president of the company, who had just returned from a business trip to Europe.

The festivities started early in the morning, when the entire factory force marched to the picnic grounds at Hills and Dales Park, a distance of about two miles from the factory. Mr. Patterson, seventy-four years young, rejected a suggestion that he ride in an automobile, and with a committee of executives marched at the head of the parade.

The place where the picnic was held was especially prepared for the event. This park was given to the people of Dayton by Mr. Patterson about a year ago. Seventeen extra main buildings and tent structures were erected for the day, including a grandstand with a seating capacity of 6,500 people.

Goes Off Like Clock Work

Everything pertaining to the outing, from the feeding of 25,000 people two times and the parade, down to the most trivial detail was carried out with precision. Every detail was worked out in advance and the way that everything moved, swiftly and efficiently, is a tribute to the entire N. C. R. organization, as well as to the committee of employees in charge of the picnic.

The day's events included games and contests of all kinds and descriptions. There were races, contests, polo match, ball games, quoits, golf, tennis, baby show, continuous concerts, daylight fireworks, airplane "stunt" exhibition, clowns, dancing all day and evening. One of the cleverest entertainments provided was a sideshow with subjects of especial interest to employees.

The commissary arrangements were among the most interesting features of the day. They included one 3,000-gallon water tank, two 800-gallon coffee vats, three 380-gallon cauldrons, and

steam kettles with a capacity of 2,500 gallons. One hundred and ten cooks were necessary to prepare the meals and 650 other attendants served the food to the hungry guests. The cafeteria plan was used and there were eighty serving stands.

Both lunch and dinner were served to every one present. Eight thousand pounds of beef, 91,000 sandwiches, 10,000 gallons of lemonade, 1,400 gallons of ice cream, 7,500 pounds—50,000 packages—of crackers and 3,000 pounds of candy are but a few of the good things consumed by the picnickers.

Other preparations made for the day included a bureau of information, which located nearly two hundred lost children and restored them

days when the factory was but a fraction of its present size.

"This is a big family reunion," he said. "We want to take this opportunity once a year to meet the men out in the open as man to man. This is the day we put business away and get together."

"This day's outing has been so profitable to the company and to the employees that hereafter it will be an annual event, and each year we will try to make it more attractive and interesting for every one."

First Vice-President J. H. Barringer was very enthusiastic over the way the plans were carried out, and at the spirit shown by every one.

The employees are equally emphatic in their approval of the affair. One woman who worked all day helping things along said: "I had a picnic working and making others happy."

Russell Mattern, an employee, speaking for his department, said: "We take pride in knowing that we had a part in planning the greatest industrial picnic that has ever been held."

Patterson in Action

There is a picture of Mr. Patterson "in action" that evening that is stamped upon my memory. I wish that every worker and every employer in America could have seen him. The time is nine-thirty in the evening and a drizzling rain is falling. After a long, hard day,

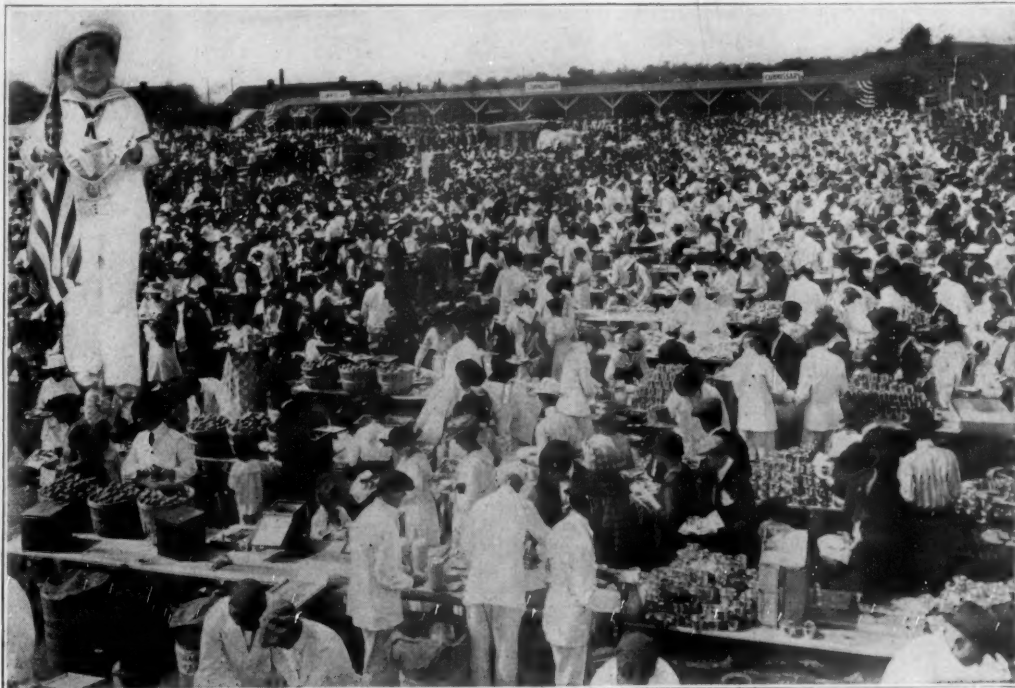
full of excitement, the seventy-four-year-old millionaire is standing beneath an umbrella held by Vice-President Barringer.

"They have just brought two thousand umbrellas from the factory," Mr. Barringer was saying, in reply to an inquiry from the president.

"And have all our automobiles been put into service to take the people to the street cars?" asked Mr. Patterson.

As I walked on I could not help but think of John H. Patterson, the man, and of how he put the comfort and well being of his workers before his own convenience and health. No wonder they admire and respect him at the N. C. R. No wonder there is harmony and co-operation at this factory, instead of discord and unrest. No wonder it was a wonderful picnic with such a man for the head of the "big family."

ROTARY IS ESTABLISHED IN ELEVEN DIFFERENT COUNTRIES ON FOUR CONTINENTS.



Part of the preparations to feed 25,000 persons at noon and evening at the largest industrial picnic ever held, given by the employees of the National Cash Register Co. at Dayton, Ohio

to their parents; rest tents for the women and children; press tent for local newspaper people; nursery for small children; first aid tent with physicians and nurses in attendance and a motor ambulance. Fortunately, the first aid tent was only needed in taking care of a few very minor injuries.

Employees Had Full Charge

Everything in connection with the affair was in the hands of the employees. The N. C. R. Company paid the bills, which amounted to more than \$50,000, but made no attempt to say what should or should not be done. All planning and execution was done without outside assistance and the construction work was done by employees from the factory.

Every one had a wonderful time. Mr. Patterson was on the grounds until late in the evening and he was kept busy shaking hands with old employees and exchanging reminiscences of the

The Rotary Spirit

I would be true,
For there are those who trust me;
I would be pure,
For there are those who care;
I would be strong,
For there is much to suffer;

I would be brave,
For there is much to dare.
I would be friend of all—
The foe—the friendless;
I would be giving,
And forget the gift;

I would be humble,
For I know my weakness;
I would look up—
And laugh—and love—and lift.

—Howard Arnold Walter.

The Gimmies, or The Lemmies

By Fred S. Lincoln

The test of a man's worth to a community is the service he renders it.—Theodore Roosevelt.

OF all the late phrases that someone has caught and applied to selfish phases, no thing has come into slang that equals this new name for the old disease of selfishness. Give me, give me, give me, has been condensed, and the result is—*The Gimmies*.

What a dandy time of it selfishness has had stalking thru the days, acquiring, taking, annexing, begging, in fact doing every possible thing for self gain, then covering its sole purpose of private advantage with such a noble word as ambition. And how typically American it is for such sham and pretense to be held up to ridicule with the happy hit—*The Gimmies*.

Worthy ambition and *The Gimmies* are not to be confused any longer—*The Gimmies* is selfishness. Ambition and desire for healthy progress is something entirely different. Yet—and what a queer old world this is with its complexities and opposites merging one into the other—isn't it true that *The Gimmies*, once they are brought into the open, may be trained out of absolute selfishness so that their profits may be turned to good for others? And like the child, who, still sobbing, feels of the place where he last hurt, the fellow with a long-chronic case of *The Gimmies* can hardly be sure whether or not he still has them.

When *The Gimmies* are gone from you, you must not hope to be free from all further ailments. Perhaps it is entirely unnecessary to have said that, because in these days we have all grown too wise, with one blamed thing coming after another, to ever again be deluded into believing that freedom from one trouble is going to bring peace and contentment in all things.

It does seem to be the order of things to

take on troubles, and the one that follows *The Gimmies* most often is *The Lemmies*. But that's another story—and I am going to tell it here because I want to tell "what Rotary is."

And Something More

THOSE of you who have told "what Rotary is," please bear with me if I approach it from another angle; and more, please forgive me when I confess to having added, after reading or listening to your well defined conception of it, these few words—"that's right, and its something else beside." I hope that after reading this you will also add the same thought in the words that suit you best. Rotary is more than has yet been explained.

I remember as distinctly as tho it were yesterday the particular luncheon two years ago at which I was exposed to and caught *The Lemmies*. I didn't get it very bad just then; I must have been and must be one of those people classed as an immune; but nevertheless it came to my attention so plainly that I have been able to recognize it wherever I have met it from that day to this. And running across it today, in

a most unexpected place I am moved to pass it along.

Right up on the wall over my desk is one of those motto things which must have been written by a Rotarian long before the first Rotary club was organized. He could not have been anything but a Rotarian because he has signed himself by his first name, following the manner of Rotary, and more, he writes very forcefully of *The Lemmies*. But to quote in full, even tho you have one of these very same mottos your ownself on your own wall above your own desk:

"I shall pass thru this world but once. Any good therefore that I can do, or any kindness that I can show lemmy do it now."

"Lemmy not defer or neglect it, for I shall not pass this way again." —Anonymous.

At the luncheon to which I refer and which stands out so clearly, I sat in silence, convalescing from *The Gimmies*, getting as well of them as I shall probably ever get. Rotarians, whenever in contact with me, had unconsciously been working on me toward a cure. As a matter of fact I don't believe that any of them knew how bad off I was. But no more of that, except to add that you cannot have *The Gimmies*, or at least you cannot tell about them like you would tell of your tonsil operation and such things when everybody else is talking about their *Lemmies*.

The Lemmies Broke Out

IT was June. They voted a recess for the hot months, and Rotary with its good fellowship, stunts, fun, and contact was about to be past over for a cooler and more peppy month. June to October, what a gap! I was desolated at the thought that I would have to do without my very good and efficient friends for a mighty long time. And then,



A Rotary Club outing: The non-tobacco users walk while the tobacco users rode in the thirty tobacco carts drawn by oxen. It was an affair of the Washington (D. C.) Rotary Club, at the 600-acre tobacco plantation of Rotarian Ernest Hathaway in St. Mary's County, Maryland.

it being just the right time and place, The Lemmies broke out. They weren't particularly noticeable at first, but once started they grew and grew, and grew and grew.

"Lemmie get accommodations for you where the wife and the kiddies and I are going this summer."

"Lemmie keep an eye on your house while you're away, so you won't have to worry about it."

"Lemmie turn my car over to you, I'll not need it while I'm away."

Lemmie, this, lemmie that, lemmie the other, without end and all so full of sincere desire to

cess is made of a million details, it is also a thing built on a very few fundamentals. Rotarians have grasped and mastered these fundamentals and therein lies the fund from which our community may draw, either as fellow Rotarians, as business associates, or as fellow townsmen.

No man, I think, can remain long in Rotary without feeling deep down in his heart that his fellows are seeking earnestly, tho perhaps not very openly, to do some kindly thing for him. He feels poignantly these deeper things tho they may not often be put in words, and as he overcomes his astonishment that this should be, he begins to be moved by the stirring of the

as joyously anxious as boys charged with a new and congenial mission. We do anything from purchasing an unnecessary pencil from the old, crazy woman, from large cordiality to whomsoever we meet, whether of slight acquaintance or no acquaintance at all, to the removing of a chance nail in the gutter to save some unknown motorist a bad half hour. It is great, that desire to serve!

Changing the Old World

WE look about us as tho the old world had changed while we were at our eating, and sure enough it *has* changed, changed because we go to the gathering as one man, and we come away as another.

Need one be a philosopher to go directly to the cause? I think not, and yet, and yet—well this much is obvious enough to understand:

The atmosphere of our luncheons takes us away from the constant struggle up grade. It bids us to get down off our high horse, no matter how high—the higher the better; to disregard our frown of great preoccupation, how dark and portentous it may be—the darker the better; to ignore our worldly titles, no matter how awe-full or mouthfull they may be; and we are brought back to the first name basis.

Really this is a tremendous relief, especially since it is brought about so naturally. As long as everybody is doing it, why it isn't so hard for anybody, tho it may be harder for some than for others. And right there is where things commence to get made all over new for us.

I don't know that I would advocate that the whole world be run on our first name way. There's the conventions, formalities and the usages which it has taken a long time to build up, and it would not do at all to disturb them with anything indicative of such simple friendship.



"The Maryland String and Colored Orchestra of St. Mary's County, U. S. A." in action in honor of the Washington Rotarians at Rotarian (Colonel) Hathaway's tobacco plantation. The man with the flat thing between his knees is coaxing music from a novelty, a stringed instrument played with thimbles on the ends of all his fingers and thumbs.

serve that I confess that I forgot all about my Gimmies.

What an opportunity missed! Here was I in a veritable mine of good things, only to be brought sharply up against the fact that you can't have The Gimmies around where The Lemmies are. That's a sure enough proven fact.

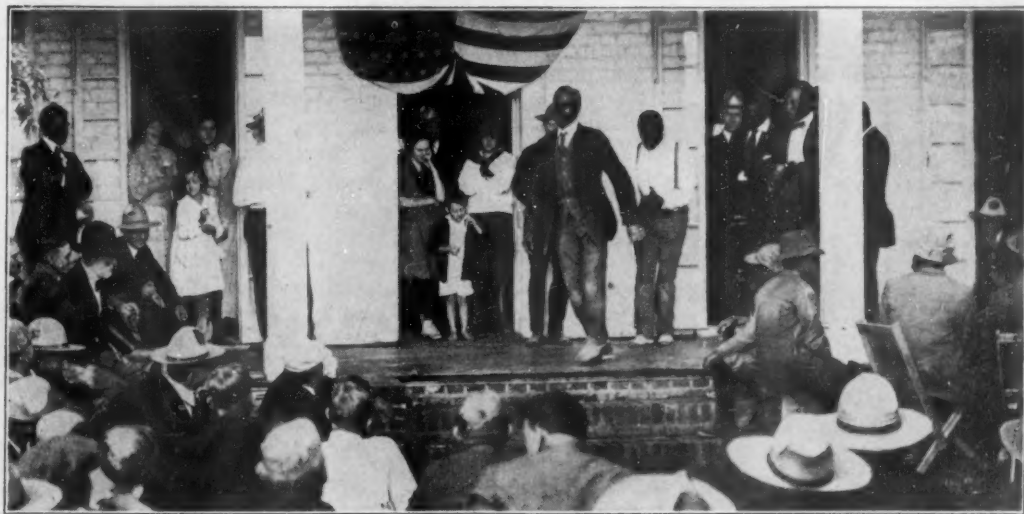
And let me add something else: that's what Rotary IS, inside of Rotary. Outside Rotary isn't much different. I have happened on enough rotarylike, hard cash charities to fully convince me that, to a man, Rotarians are doing their charities as individuals in as full measure as can be asked.

Naturally the question follows, that if a Rotarian is doing his limit in dollars as an individual, what has he left when Rotary calls on him to give to his community as a Rotary club man? This is simple to answer. If Rotarians are successful men in their various pursuits, and they are, what a world of experience they have had, and what a profound fund of knowledge every one of them must have on the things that make for success.

Success Has Few Fundamentals

WHAT a fine thing it would be if all Rotary fathers could pass tabloids of this over to the boys of fathers who have been unsuccessful, or to the boys and fathers themselves!

What infinite pathos there is in the men who have families destined to failure for the reasons that these heads of family have failed. If suc-



And there were darky dances at Hathaway's farm luncheon of the Washington (D. C.) Rotarians. The prize winner was Uncle Charlie Butler, a gray-haired man who was reared on the plantation.

bacilli of The Lemmies in his conscience. He soon wants that they shall let him show how much he is willing to do and his growing desire to serve sets up within him the cry of—lemmie, lemmie, lemmie!

Did you ever notice how Rotarians go out into the world after the weekly luncheon? Leaving the assemblage which was on a first name basis, we take with us the burden of no responsibility or duty defined, but for all that, we are

For one, I would not want to take the chance, no matter how friendly I felt at the time, of going around addressing crowned heads, or bank presidents, and people like that, by the names their mother picked for them. Yet I am just enough of a visionary to believe that if it were done by rule, as Rotary does it, and everybody understood, like turning back the clock for daylight saving, people would get something that they do not have now, just as Rotarians do.

Satisfaction of Doing

DO not understand that I say Rotary consists of calling one another by first names. That is only a beginning, one of the many door ways that lead to simple friendships. But with the opportunity offered, a man who would not respond to coaxing, scolding, or even wisdom, would feel a curious warmth of satisfaction on being included in such a custom among friends. Rotary makes quick friends first, then Rotary makes lasting friends, and I believe that the first name custom has much to do with the right start.

There is an indescribable satisfaction in being with people who do things, and then away over and above that, is the satisfaction of being able to do them one's own self. Maybe sometimes some of us get our motives a bit mixt, but if we do, and if we are actuated by selfish desire, the achievement leaves us without the self satisfaction that right motives give.

That is only another way of saying: HE PROFITS MOST WHO SERVES BEST. I did not realize it, until I had written it out fully—but let it stand; that motto ought to be brought up every time it is possible to do so.

To continue the thought in another direction: Rotarians do things, therefore it is a lot of satisfaction to be a Rotarian, but there is no satisfaction in being a dormant Rotarian. A dormant Rotarian is a sort of immorality, and a semi-dormant one knows so long before he gets that low, just what he is going to think of himself, that he finds some way to inoculate himself with The Lemmies, or, failing that, he just naturally stands around until he takes them. There is no other way.

A Conscience Prodder

THE first time that I heard the word, Gimmies, I accepted it as a typical American quip and enjoyed it accordingly; but later as it came to my attention from time to time, it began to get on my nerves or conscience or whatever it is that irritates one when things "come home" disagreeably.

Somehow, as its meaning broadened, I found that it might be, and surely would be, applied to some of my own efforts toward gain, if my friends only knew what went on in my mind at times. Try as I might to justify myself with myself, this conviction grew. Back and forth the pendulum swung, as it always does in these self-arguments, and I am not yet quite sure that I have reached a compromise that will hold.

Of this much however I am sure—I know when The Gimmies are breaking out on me, and being aware of it is quite a safeguard against their being my sole motive power. The Gimmies move one to seek pearls, or, if not pearls, then just lesser gems of life, or even things that are not gems at all, and strange to say, if it's The Gimmies that are the sole motive power, any and all results turn to ashes.

Reflecting on this, where do The Gimmies leave you? I have some excellent replies that I could make to this question but it is not fair to first ask, and then answer a question. Moreover it is a none too agreeable subject with me anyhow.

I find that I have been seeking the pearl of great price the wrong way about. This conviction has been growing on me only since I have become a Rotarian and since I have observed therein that that pearl is not a gem with a

market value, but one of the gems of the heart.

It may be kindness, or fairness, or considerateness, or all of them, and I find that the fellows who give most freely of them always seem to have a whole lot more left for another day. I also find that these same fellows get a large measure of return.

Is it any wonder then that it is being borne in on me that in this great discovery I am coming nearer to finding my pearl without price than I ever have in my keenest efforts in the many other directions that The Gimmies have led me?

Indebted to Rotary

FOR this one angle of "what Rotary is," I am indebted to my membership in the Washington, D. C. Rotary club. Is it any wonder that I have gained this much? Rather, ought I not have gained much more, with the privileges of association with so many big, fine men as our club list presents.

I attribute a lot of our club success to good food. It may be just an accident that our roster is made up of fellows who have plantations or farms, or just country seats, within motoring distance of Washington, and then again it may not. But anyway people who have farms seem always to get more fun out of them by feeding other people who do not have farms, than they do in any other way.

So long as the weather is open, we Washington Rotarians rotate from place to place belonging to other Washington Rotarians, 100 per cent in attendance, eating heartily, as well behaved guests are supposed to do, and otherwise acting becomingly as is our wont.

If I remember rightly, "Dad" Dulin started us on this sort of thing. His place is "up" in Virginia just a few miles south of Washington. (You must say "up" in Virginia to be correct, just as you would say "down" in Maine. I do not know why they refer to Maine that way, but since everybody who is anybody is supposed to be descended from Virginia, it must be up.)

Washington Rotary did not have as many members when "Dad" entertained us, but with an eye to the future he made provision for our present membership I am sure. Anyway it gave all who were members at that time a lot of responsibility to do our guestly duty, the two things standing out most in my recollections being the astonishing quantities of food that could be owned by one person, and the way the older boys entered into the ball game on a hot day.

I don't believe that there were any pictures taken of that luncheon, but when Colonel Hathaway had us down to his place we did better.

Surprised by Old Acquaintance

COLONEL HATHAWAY isn't a Colonel, that's just something they have tacked on him down in St. Mary's County, Maryland, where he started raising tobacco on about six hundred acres, and now has twice that much. When we were down to his place there were speeches by Earnest (now Colonel) and the St. Mary's County Club that made the affair look so like a political rally that somebody standing near me was mean enough to ask whether or not Ed. (that's the Colonel again) was going to run for Congress from St. Mary's.

I was never so surprised in my life at the turn of affairs and the way they seemed to point, because I didn't know that Ed could ever

learn to talk to more than one person at a time. You see I knew him before he was ever a Rotarian or a farmer or anything.

"Tobe" (that's Walter) Weaver, assisted by one of the celebrated Seven Weaver Brothers, name John, assisted by their five brothers, who are fine fellows too, and if our club could have a sort of annex or something like that, they would make fine Rotarians—they all had us down to Tobe's place on the Virginia side of the Potomac River.

Tobe is ice manufacturer, on our roster, but no one would ever know it. He included all our ladies in our invitation thus making it a very respectable luncheon.

After we had eaten all the hot dog, hot rolls, hot roasted corn with hot butter, hot coffee, hard cider, soft drinks and rosy apples, Doc Magee assisted by Charlie Semmes and some less open members, got up on the porch and complimented Mrs. Walter Weaver on her cooking, housekeeping, and general management of family and relatives, by singing the best song in our club locker, *For She's A Jolly Good Fellow*. On receiving much applause, they then sang for Mr. Weaver, *And She Lives Down in Our Alley*. We have no pictures of any of this, as the luncheon was held along about dusk—but one of the lady guests lost a diamond bar-pin which will make the event linger long in my memory.

And More Good Coming

I HAVE held this last reference back, rather doubting the wisdom of putting it in, because it is going to be about the Montgomery County luncheon, "at the foothills of the Blue Ridge" which is the way they describe Ed. Stock's place just outside of Washington and the District of Columbia. I have not held out on Ed for any reason regarding what he fed us, which by the way was barbecued beef, whole, and pigs and lambs whole, and all the trimmings, for nobody could find fault with any of the wonderful things he served anyway; nor is my hesitancy due to anything about his beautiful home, or his address advising us that Geo. Washington had slept therein; and, late in the season as he had us out, he sure still had some flower garden.

The real reason I have held back, is because Ed has been in THE ROTARIAN once before this year (see page 135, September number), and that ought to be enough for him. Now Fred MacKenzie and Doc Magee are also on the same page, all chummy with a nice actress, but that's different all together.

So much for the ways Washington Rotary has in the immediate past put into effect its Lemmies, and now with the winter on, making it impossible for us to accept any more out door entertainments, we have elected as our president, Roland Robbins the broad smiling manager of Keith's Theatre. The things that Roland has been doing for us right thru all the seasons have been many and they are probably only a fore-runner of what is yet to come from him.

These Rotary clubs are indeed wonderful groups of unselfish helpfulness and good cheer. They sure are; they sure are. How completely they have substituted The Lemmies for The Gimmies.

Note: Fred S. Lincoln is the "Office Supplies" member of the Rotary Club of Washington.

"Rotarians I Have Saw"

By Roscoe Gilmore Stott

ANY editor changing that title is no sport! This masterpiece is written by a Hoosier and his particular victims in this noble work of literature are his Hoosier Rotary comrades. Therefore the title.

At a recent dinner to Rotarian John Dyer, the great and near-great surrounded me. Ye gods, how they rolled and eddied and swerved in great inundations thruout that hotel! As I sat and watcht, I saw badges of mammoth proportions go swinging by, each towing a man by the lapel. Some gentlemen from John's own town radiated festivity by wild, rampant cruises of the lobby, carrying purple parasols, each confident and unafraid. Enthusiastic jingles were hicht to popular melodies with a glad abandon that scorned all rhyme and rhythm. Be it said promptly the songs were all Dyer-full, which any right-minded Rotarian can promptly see is a pun of unusual poise and acumen.

But all this to introduce to you my valued comrades here listed with a bit of their previous condition of servitude, mental and spiritual status, social rating, et al:



First, please, Rotarian Pomp Ossity. Pomp fears we are missing the fact that he sits at the speakers' table. Self-satisfaction lulls him in her narcotic arms. Pride paints his blazing eyes and nonchalant pose. How he pities us—the unwasht and non-gifted! From his remarks we gather that HE, Dyer, and Saint Peter have chummed at the corner grocery and that the two former never act separately. By the way Pomp also aids the President of the

United States with certain bits of advice anent the various national problems. Personally I wonder just what Pomp's rating is in Bradstreet or how many agate lines he has gained in "Who's Who."

But let me turn your eyes upon Rotarian Phys Ique. Phys, you note, is of the earth earthy. He has undoubtedly been elected to Rotary as a mark of recognition due his fine animal development. He has been eating thru every announcement, every song, every invocation, every cheer, every social outburst. He clings to his plate with a devotion not unlike that of Heloise for her erratic Abelard. His words are fewer than the famous numerical strength of hen's teeth. With a soup-spoon he is magnificent. With a sharp meat knife Phys is both eager and skillful. Hist! the meal is ended with his benevolent grump. Wait a moment's time and he will doze.

But mark you, Rotarian O. G. Imeer. O. G. is smiling. That grin, brethren, is like another award, eternal in the heavens, that fadeth not away. Josh (this is all written in Indiana) how supremely happy he is. O. G. is in! He feared he would be left out—but he's in. The thought girdles him with a permanent joy which nothing short of a life sentence can ever destroy. He sings tip-tilted on his narrow tip-toes, every bodily muscle adding its perfect work. Every forsenic outburst finds him still radiant, ever the same. That smile is Godlike—the same yesterday, today, and probably all next week. His service is limited—a gleeful grin. His

mental capacities are scant but jovial. His entire frame sends out a joyful S. O. S. which translated would read, "Oh gee, to think I'm at where I'm at!"

And have you seen Joe Kerr? Joe is the cutest little rascal. He loves to send people to the hospital by pulling chairs away just when they expect to be seated. Joe enters the Seventh Heaven any moment he can break up a song with some bit of personal phenomena, as screams, yells, repartee (which has more tea than rep). The boys record the fact that "he is always pulling off something." The Creator never sent Joe one real Idea but he goes blithely along with half-baked imitations. When Joe goes home he modestly tells Flossie that he was "the life of the party." Sometimes he may become the world's champion ribbon-clerk. How ghostly are the Fates!

And pray tarry to see and know and appreciate Haber D. Ashery. Haber is always stunning. He really doesn't mind being the only man present in tuxedo. He is a model of Dame Fashion walking the streets just three weeks prior to the season. His opening dinner remark is, "Nifty little cravat ain't it, boys? Greens will be the color, of course you know." Further on he may slip you the information that he bought the suit he is wearing on a flying trip East. Thirteen times during the meal he will adjust his cravat, unbutton his coat, or in extremity fash a harmonious handkerchief. Haber is seldom used on committees and takes no active part in Rotary service. But looks—Apollo would have been a better garbed hero had Haber only been alive!

Lastly, allow me to present I. M. Gloomy. I. M. finds the luncheon table a place of real pleasure. Here he has, will, and must pour out his sundry tales of woe. The nation's going to the how-wows, strikes and wars are imminent, the Senators are robbers and the Congressmen are clowns, Wall Street has it in for every free moral agent, and the votes of women will tie an odorous can to the tail of Progress! I. M. is a power. He can stop any laugh that ever tries to circle a room. He can put a crimp in any flight of genial fellowship. To I. M. everything is rotten or soon will be. He questions the singing of such maudlin songs as the Committee put forth. He hates sentiment at best. He is a living Thou-Shalt-Not whose presence is a signal for permanent melancholia *nee plus ultra*. He came into Rotary to check the error of its ways.



down beside you; you will join his infectious laughter; you will want to comfort him, if distress comes his way. Bully Booster is worth all the rest of us!

But do not go home without just the touch of hand with Bully Booster of Booster & Booster. You will thrill as you clasp his hand; you will remember his greeting for a year and a day; you will come to him for advice without knowing why; you will be glad when he sits



ROTARIAN

Wisdom From the Laundress

A WOMAN recently remarked to her laundress that she did not want her son to "waste time on manual training; I don't want him to be a carpenter." The laundress replied: "Well, carpenter work is just as necessary as other kinds and the wages of a carpenter now are not to be sneezed at."

That laundress undoubtedly had a more or less vague conception of two vital elements which the world needs before it can come to itself, fundamentals which Rotary recognizes: Any worthy occupation, worthily done, dignifies the doer; and the right reward should follow a service performed. To these two should be added a third: Recognition of the dignity of any labor of service and of the fact that the true reward is for the service rather than for the physical energy exerted.

No man can gain such a conception of his daily toil until he realizes that he works just as much for the good of others as for his own good, until he begins to get away from the self viewpoint, until he stops looking from the inside out upon the world and gets outside of self and sees the world of humanity as a unit.

* * *

A New Slogan for Rotary

MAY we have everybody's kind and thoughtful consideration for the editor's paraphrase of Rotary's slogan: Service not self—He profits most who serves best? The paraphrase is this:

He is benefited most who serves best, seeking 'nought for self.

I am benefited when someone does something for me.

I am benefited more when I do something for myself.

I am benefited most when I do something for someone else.

Why is it so? We do not know any more than we know why one is one, and one plus one is two, and two times two are four. There is a law of happiness, even as there are laws of mathematics. Euclid discovered the latter, Rotarians have found the former.

He is benefited most who serves best, seeking 'nought for self.

* * *

The Effort of a Language

THE English language has long been struggling to simplify itself. Thomas More is a famous English author. He wrote the well-known book "Utopia." In a quotation from this book can be observed many interesting spellings. For example, ende, onelye, mynded, necessarye, affayre, shoulde, libertye, felicitye, liffe. In More's day these words were the proper form of spelling. There must have come a time when somebody decided to eliminate some of the unnecessary letters. What a shock it must have been to those who so strongly admired the beautiful spelling that put two fs in "life" and two es in "only."

An Equal Month Calendar

WHY shouldn't there be an "equal month calendar"? Is there any objection, other than the indisposition of people generally to change their methods of thinking?

The American Equal Month Calendar Association of Minneapolis, Minn., is advocating a calendar of thirteen months of exactly four weeks each, the extra month to be named "Liberty" and to come between February and March. That would make 364 days. The 365th day would be New Year Day, belonging to no month and being an independent legal holiday. Another independent legal holiday to be called "Correction Day" is provided for leap years. Every month would be exactly alike; the days of the week would fall on the same dates each month.

The assertion is made that neither the number nor the length of the months in the present calendar is governed by the moon or by any natural law; that when this calendar was adopted it was contemplated that Easter and other "moveable" feasts would occur on fixed dates; that the present calendar is a "ferocious mess"; and that the change could be adopted to take effect on Sunday, the first day of 1922, with scarcely any jar or friction. A bill has been introduced in the Congress of the United States to establish such a method of reckoning the passing of time.

* * *

"Protection Against Drive Maniacs"

THE Presidents' Council of Civic Clubs has been organized in Portland, Oregon. The purpose is to act as a clearing house on requests or appeals before the club from the promoters of various campaigns aimed at the public pocketbook. It is not intended to discourage philanthropy, but to prevent exploitation of club members. As Dr. Douglas, president of the Rotary Club of Portland, says:

It has become the fad to put on a drive for this or that. The chairman of the drive proceeds to interest one of the clubs and gets it to appoint a committee who at once go to the other clubs and present them with the idea that it is their duty to participate and lend their moral and financial support.

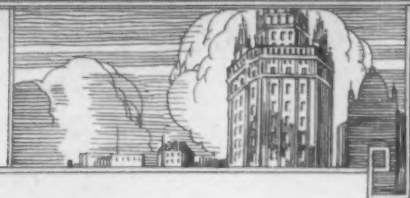
At the meetings of the club presidents other subjects of mutual concern will be considered. President Douglas thinks that perhaps other cities might profit by forming a similar organization "for protection against drive maniacs."

* * *

Can You Live on 3 1-3 Acres

U S. government statistics say that there were 3.33 acres of land last year raising food for each one in the country. Do you think you could take care of yourself on 3 1-3 acres if you were entirely cut off from all the rest of the world? You could exist, but you could not live as you do. The interdependence of all human beings is not a theory; it is a fact. No one works for himself alone.

EDITORIALS



When Talking About Your Business

WILLIAM T. STEAD once gave some expert advice relative to the conduct of a newspaper, that has a valuable hint for the Rotarian preparing to make a talk on his business before his Rotary Club. "Never employ an expert to write a popular article on his own subject," said Mr. Stead. "If the expert writes he will forget that he is not writing for experts, but for the public, and will assume that they need not be told things which, altho familiar to him, are nevertheless totally unknown to the general reader. Better employ someone who knows nothing about it to tap the expert's brains and write the article, sending the proof to the expert to correct." It isn't necessary for the Rotarian to employ some one to write his speech about his own business. The valuable hint in Stead's advice is to beware of assuming that your hearers have the same technical knowledge of the subject that you have. If possible, submit your talk to some one who knows nothing of the subject; if he understands what you have said, you can feel safe in assuming that you will put it across at the club meeting.

* * *

The Cost of University Education

THE treasurer of Princeton University (Princeton, N. J.) has figured out that it costs \$641.60 a year per student to operate that institution; the student pays the university \$174 in tuition fees, and receives free service to the amount of \$467.60 per year—\$1,870.40 for a four-year course. These were averages for the period from 1912 to 1917; the figures are higher for 1919 and will be still higher for 1920. These figures probably are typical of all the American universities, which always have been practically a part of the free educational system of the country. Without their endowment funds or state grants, few American universities or colleges would be able to keep going.

* * *

Foreign Extension Caution

WHEREVER Rotarians travel and whenever they entertain friends or acquaintances who have not heard of Rotary, their desire is to spread its fame and sing its praises. That desire is a good desire and should not be suppressed. And when Rotarians are traveling in their own countries where they know the mentality and idiosyncrasies of the people there is no reason why they should not talk about the organization of Rotary clubs. Even in such cases, however, it will be best to talk in general terms and refer the matter to the International Headquarters before any actual, specific work of organization is started.

It is even more important that Rotarians traveling in foreign countries should not be specific in their missionary work and should not undertake such matters as organization, selections for membership, etc., on their own responsibility. Careful plans have been worked out for foreign extension and it is a work which requires careful supervi-

sion. It is vitally important that when Rotary is introduced into another country it shall be introduced in such a way as to preclude the possibility of any misconception on the part of the people of that country, and that when Rotary is founded in another country it shall be founded in such a way that misdirection will be impossible.

Rotarians traveling abroad should not attempt in any way to organize a Rotary club without permission from International Headquarters; they should not even suggest the organization of a Rotary club to persons whom they meet lest such suggestion develop complications later on that would be difficult to smooth out.

The direct supervision of the organization of Rotary clubs in foreign countries is in the hands of the Committee on Foreign Extension of which John Barrett of Washington, Director General of the Pan American Union, is the chairman. No direct steps for the organization of Rotary clubs in foreign countries should be taken without consultation with and direction by this committee.

Rotarians traveling have the privilege of looking over the situation in foreign cities and making recommendations to International Headquarters and are urged to do this.

A similar caution should be exercised by Rotary clubs and individual Rotarians who may have foreigners for their guests.

All of these rules and cautions are for the purpose of safeguarding as much as possible the institution of Rotary in a new country. When one thinks of the difficulties of explaining the ideals of one race as expressed in its language to another race in another language so that the other race will have the same conception of those ideals, the difficulty of establishing Rotary in foreign countries becomes very plainly perceived. And when these are perceived the necessity for caution and wisdom in procedure is apparent.

* * *

The Boy Problem

AFTER all, only a very small percentage of boys are orphans. Most boys are living with their parents. If there is anything wrong with the boys, it must be that we have a parents' problem. Perhaps it is too late to attempt to educate the present generation of parents. How would it do to make an effort to educate the boys, and the girls, of today to be the right kind of parents when they arrive at maturity. Wouldn't that solve the boy problem?

* * *

Rotary Unites the Nations

BUENOS AIRES now has its Rotary club. Its president is Jorge Mitre famous as editor of *La Nacion*, the greatest newspaper in South America. Calcutta also has its Rotary club and others are promised in other cities of India. In Australia, New Zealand, and South Africa, organizing committees are at work. The principles and ethics of Rotary appeal to progressive men of all nations. It is a good omen for the world.

Canadian Good Roads Program

By Russell T. Kelley

CANADA has a big part in carrying into effect Resolution No. 18, offered by the Akron, Ohio, Rotary Club and past by the International Convention at Salt Lake City, to establish well-developed national highways.

One of the greatest problems confronting both the Governments of the United States and Canada is, "How to keep the people on the Land." The great war has left us in Canada with a large national debt—when we get the final figures it will very probably be \$2,000,000,000. To pay this enormous sum, which we will certainly do, it is of the greatest necessity that we produce and conserve.

Wealth comes from production and to produce from the land the people must live on it. There are three main features which will assist in this work—rural telephone, rural mail deliver, and good roads.

In certain parts of Canada fifteen years ago there were 90 people on the land to 10 in the cities and towns. These figures to-day are 65 people on the land to 35 people in the cities and towns. The war has had, in many cases, a tendency to increase the emigration to the city, for many farmers' sons who have been in the war now find life on the farm too quiet and lonesome.

It is therefore easy to appreciate that Canadian Rotarians will give unanimous support to the good roads policy of the Dominion Government and also to that of the various Provinces.

The Province of Quebec has, so far, taken the leading part in good roads work, having already spent about \$15,000,000. They have one permanent highway from Montreal to Quebec, a distance of 108 miles.

In the Province of Ontario, there has been, however, a fairly definite program adopted and when the details of the Federal Act are completed there is every reason to believe that this program will be carried out.

Government Takes Over Roads

The Government already has taken over, as a provincial highway, practically all the main roads connecting Windsor and Montreal, and considerable survey work has been done on this road. This road will cover a distance of something over 500 miles and will connect at Hamilton with another section from Niagara Falls to Hamilton. The completion of these roads will mean millions to Ontario, for American tourists will enter Canada at Windsor, Niagara Falls, and at Rouse's Point and will have a good road across the Province. These roads will, therefore, be a most valuable asset to Ontario and it is earnestly hoped that the Provincial Department of Highways may be in a position to push the completion of this work at the earliest possible date.

The provinces of Eastern Canada are just completing their good roads surveys. Nova Scotia and New Brunswick both are in a position to make immediate use of the Federal Aid grant and these provinces, with their magnificent scenery and fishing will be visited by thousands

of Americans when they can motor in comfort and safety.

One will be able to drive the car onto the boat at Boston at four in the afternoon and go ashore at Yarmouth, Nova Scotia, at 8 o'clock the next morning. A few hours later, in his own car he reaches the "Land of Heart's Desire"—a pretty town or cliff overlooking the sea, or a trim farm house in the land of Evangeline, or a primitive village where lobsters are as plentiful as blackberries.

Problem in the West

The problem of good roads in Western Canada is more complex. The people of Western Canada delight in undertaking difficult tasks and when it is realized that there are over 100,000 motor cars owned in Western Canada, and that over fifty per cent of these are owned by farmers, it is not difficult to understand that there is going to be an insistent demand for good roads. No road can be termed a "good road" unless it has a permanent foundation and this is the difficulty confronting the Department of Highways in the western provinces.

In Canada it has been conceded that the four words "It can't be done" have been eliminated from the vocabulary of the Westerner and there is no doubt that where there is only a clay or mud foundation some permanent plan will be adopted and the progressive western cities and towns will be linked up with that vast, expansive, rich, promising, and fertile land, which surrounds them on all sides.

The Province of British Columbia will find the foundation matter for good roads not a difficult one, but will find the obstacles to be the rocks and mountains to get over, or thru. A promising start, however, has been made, and already much of the beautiful mountain scenery can be seen by motor car.

The Canadian Good Roads Association was organized in 1913. During war years, it required very strenuous work to keep it alive and much credit is due its officers, for they carried

on, and each year a convention was held. These conventions have been the means of sustaining the interest in the work and notwithstanding the many calls upon the public men of Canada, every succeeding convention brought an increased attendance.

Work of Association

During the past year the activities of the Association have greatly increased, its principal work having been in having the Dominion Government make a grant of \$20,000,000 to the various provinces to assist them in the building of good roads.

At the convention held in Quebec in May, 1919, every one of the nine Provincial Governments was represented, seven of them by their Ministers of Public Works and two by their Deputies. The bringing together of these men meant a co-ordination of the plans of the various provinces. While a national highway will not be undertaken for some years, the fact that the nine provinces are working in harmony will mean that ultimately Canada will have a permanent national highway running from coast to coast.

The government of the Dominion of Canada has recently appointed a Good Roads Commission of which C. A. McGrath is chairman. The work of this commission will be to superintend and to dispose of the \$20,000,000 to the various provinces; also in conjunction with the Canadian Good Roads Association, to educate the public as to the desirability of good roads, and in general to stimulate interest in the movement.

The Federal Aid grant of \$20,000,000 will not be paid out to the provinces in lieu of their present average expenditure, but will only be paid to the provinces on work done in addition to their regular program and this work must all be of the nature of permanent highways.

The Good Roads Commission held a conference in Ottawa recently with the various provincial Ministers of Highways and their engineers. At this conference, each province was requested to submit a definite plan. Several provinces came with their plans prepared and it is expected that in the immediate future all of the Provincial Ministers will have their engineers file with the commission their plans and tentative program for carrying them into effect.

Modern machinery in the factory and on the farm has meant much in increasing the production, and so will good roads. They will greatly facilitate inter-city shipping and will enable the farmer to bring what he produces direct to the consumer, thus assuring a larger profit to himself and a more reasonable price to the buyer. Good roads are good business and are worthy of the support of every Rotarian.

Note: Russell T. Kelley, member of the Rotary Club of Hamilton, Ontario, was the governor of District No. 9. He is a director of the Canadian Good Roads Association, and president of the Provincial Highway Association of Ontario.

Books Received

Acknowledgement is made only of those which we believe will prove of particular interest to Rotarians.

Aces of Industry, by Rufus Steele; \$1.00; Houghton, Mifflin Co., Boston. For the manufacturer with the problem of production, and for the boy seeking his life work, this little bit of fiction pictures workers with the spirit of the aviation ace.

The Business Man and His "Overflow", by William E. Sweet; 75 cents; Association Press, New York. An inspiration to business men to continue those activities engaged in for the public good during the Great War. "The most successful business man is he who renders the greatest service to mankind and whose life is most useful."

Redesigning the Rotary Wheel

By Charles Henry Mackintosh and Oscar B. Bjorge

A COMMERCIAL artist and an automobile engineer were wandering together thru the Art Institute in Chicago a few years ago and the engineer was not enthusiastic. The artist led him up to many masterpieces of the past, the present and of futurism, but failed to get more than a grunt about any of them.

Just before abandoning the attempt to interest the engineer in art, the artist thought of some commercial sketches which were being exhibited in the corridor. Among them, he remembered, was one which should appeal to his companion if anything in art could. He led him up to it.

"The Race" it was called, and it pictured an express train and an automobile rushing along together. The artist had painted it, apparently, from a low viaduct spanning a road and a railway running side by side.

It was magnificently calculated to convey an impression of power and speed. Terrific ponderous power was in every line of the locomotive's finely-fashioned flying rods and whirling wheels. The painter *knew* locomotives—that was clear. The low red racing car that rushed along the roadway, dead even with the locomotive, shouted of speed, speed, breathless speed. Just to look at that picture was as exciting as to see the race itself.

The artist confidently awaited the comment of the engineer. He didn't have to wait long, and the comment did not take the form of a grunt this time. It began with a snort—a loud, healthy snort which could imply nothing but contempt. The artist could scarcely believe his ears.

"Lookut that!" the engineer exclaimed when he could command his voice, pointing with a blunt, indignant forefinger, to the front right side of the red racing car where the brake and gearshift levers were located. The artist looked, and turned a blank eye back upon his companion.

"Sixty miles an hour!" the engineer fairly hooted in disgust. "Sixty miles an hour—with the gear-lever in neutral and the emergency brake hard on!"

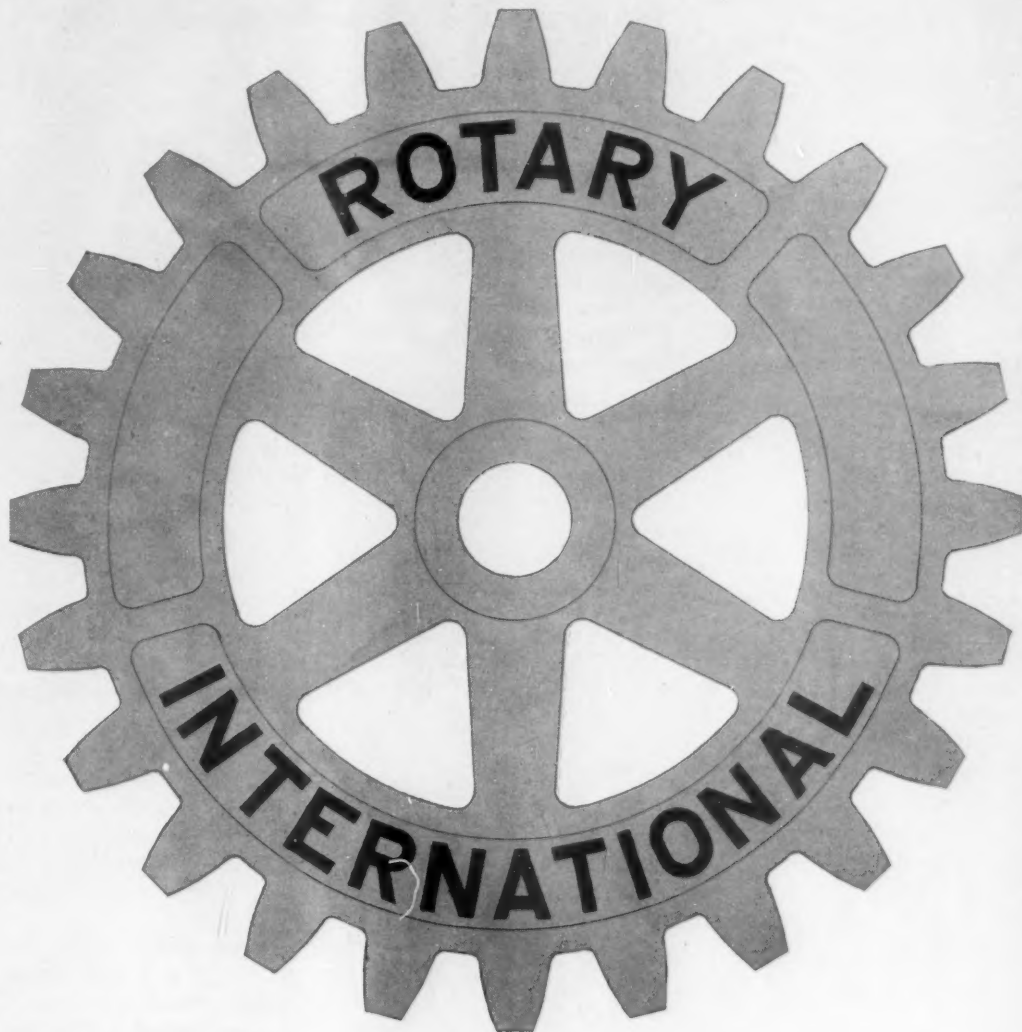
The artist protested. One wasn't supposed to see insignificant mechanical details in a painting; the *effect* was the thing. The engineer replied that there was no such thing as an insignificant mechanical detail and that the *effect* of overlooking that important fact was to make him, or any other man who saw what he was looking at, mentally sick at a mere glance at the picture.

Official Description of Wheel

That was nearly ten years ago, and commercial artists have slowly and painfully educated themselves out of the belief that mechanical accuracy is non-essential in drawings embodying mechanical features. That is, *most* commercial artists have done so but not all. Not—among others—those who have designed the hundred different forms in which the Rotary Wheel has been pictured to the world.

* * *

According to the Official Description of the Rotary Wheel, rendered by the Committee on



Standard design of the Rotary emblem, approved and adopted by the Board of Directors of the International Association of Rotary Clubs at the meeting in Chicago, November 18th, 1919. This design was submitted by the special committee composed of Rotarians George M. Beringer of Camden, Charles Henry Mackintosh of Chicago, and Oscar B. Bjorge of Duluth.

Emblem and Colors to the first International Convention of Rotary, and adopted by that Convention at Duluth in 1912:

"The emblem consists of the basic principle of a wheel with gears cut on the outer edge and the spokes separated sufficiently to allow of space to show the enamel, thereby properly defining the spokes. The spokes are to be designed as to indicate strength; the objects of the gears, or cogs, being twofold: First, to relieve the plainness of the design, and second, to symbolize power; the outer rim of the design between the gears and the spokes is to be of sufficient width to allow the (following) inscription."

Since then there has been some objection that the description was not sufficiently definite to enable every artist to reproduce the same emblem. Upon careful consideration, does not this contention appear to be well founded? Indeed the facts speak louder than the contention, since—as Rotarian George M. Beringer of Camden, N. J., ably points out in his article on pages 315

and 316 of THE ROTARIAN for June, 1919—there is a truly startling divergence of artistic opinion upon the emblem, even among the clubs of the Fifth District alone—the district in which Camden is located. Some of their emblems have eight spokes, some have ten, some have none at all. Some have sixteen cogs or gear-teeth, some twenty and some have drawn *all* the teeth from their conceptions of Rotary.

Carrying the investigation beyond the boundaries of the Fifth District, let us begin our broader investigation at International Headquarters itself. Turning by chance to the cover of the April number of THE ROTARIAN, we count the teeth depicted on the Rotary Wheel thereon and find that they are nineteen in number. Let us verify the count upon pictures of the emblem on subsequent covers. Here we have the May number. Horrors! There are now twenty teeth! The June number? In that there are shown no fewer than twenty-seven teeth!—Confusion is confounded and solid rock turns into quicksand!

"An Impossible Sprocket Wheel"

But mere numerical inaccuracy is nothing compared with the mechanical inaccuracy which has always extinguished the artistic efforts of those who have striven in the past to portray the Rotary Wheel. The Official Description doesn't describe any too definitely, but at least it *does* say that the emblem is a *gear wheel*. As a, perhaps, natural consequence, every commercial artist whose attempt to reproduce the emblem has come to the attention of this scribe, has painstakingly pictured the most impossible sprocket-wheel that only the brain of an artist could conceive—with square-cornered stubby teeth, irregularly spaced in every different drawing of the emblem. It is really an insult to that valuable adjunct to engineering to call the form of the official emblem—for example—which we Rotarians wear in our button-holes, a sprocket-wheel. Indeed that would be almost as bad as to call it a gear-wheel. It is neither. It is to the family of toothed wheels, what the mule is to the order of Perisodactyla, except that the mule can be made to work.

For seven years—ever since I became editor of *Steam Machinery*, the forerunner of *Logging* which was one of the domestic victims of the war—I have looked upon this wheel even as the automobile engineer in our opening anecdote looked upon the picture of the racing car. My contempt for its mechanical inaccuracy, indeed, has been even fiercer than the illustration can suggest, because it was the contempt of one who knew practically nothing about engineering himself, but whose eyes had been opened by another who *did* know.

This was the way of it. Some seven years ago, the author of this article was a member of the Rotary Club of Duluth and also a member of the staff of the Clyde Iron Works of that city. This last is the largest manufacturer of heavy logging machinery in the world. It also manufactures hoists and derricks. Naturally it needs the services of able engineers and it has them. The head of its engineering staff was—and is—Oscar B. Bjorge, who not only knew his business but actually taught it to others—at the University of Minnesota—before joining the engineering staff of the Clyde.

Verdict of Expert

Now the author's acquaintance with gear wheels and sprocket wheels was not intimate. It was based upon lots of little journeys thru the big plant, made with an open and inquiring eye. It was enough, however, to lead him to look with deep doubt upon the picture of a race of gears which appeared upon the cover of *THE ROTARIAN* about that time. The gears were all about of the same diameter, but the number of teeth varied, probably according to age. On some there would be a tooth at every quarter, others had six or eight, but in every case the spaces *between* the teeth were twice or thrice as great as the spaces occupied by the teeth themselves on the circumference of the wheel. Yet it is into these spaces that the teeth on opposing wheels are supposed to mesh with a minimum of play! Even to my non-mechanical mind, it appeared doubtful whether *THE ROTARIAN*'s race of gears would get very far before every tooth in the entire outfit would be stripped.

However, not knowing for sure, I referred the drawing to the engineering expert whom we have already met, Oscar B. Bjorge. He looked

at it intently and then, with a hoarse choking cry, collapsed in his chair. I revived him with a little India ink and demanded an opinion. I cannot repeat it here, but it caused me to write to Ches Perry and express a profound hope that something might be done about it soon.

It was. No later than the fall of the next year but six, Ches called me on the 'phone (I had moved to Chicago in the meantime) and announced that there was a movement on foot to redesign the Rotary Wheel. He said that Beringer of Camden was doing all the hard work, but that he—Ches—had suddenly remembered the language in which I had described the Rotary Wheel on the cover of a copy of *THE ROTARIAN* some six or seven years ago. Would I please repeat that language at this time? I offered to do even better than that. I proposed to get in touch with Engineer Bjorge again and let HIM repeat the language.

Immediately upon receipt of my communication on the subject, Rotarian Bjorge—he had joined in the meanwhile—went to the hospital to be operated upon for appendicitis and the contents of his pocket-book; but as soon as he could sit up and sip a little light nourishment, he went to work on the Wheel. He didn't insult it this time; he redesigned it entirely in complete accordance with the most approved engineering principles, and then he sent it to me with this letter:

Sketch of Correct Design

Am sending you two photographs of a sketch of new design of Rotary Emblem which I trust will meet with your approval or at least assist somewhat in improving the Rotary Wheel. Have hastily dimensioned one of the photographs, the unit of measurement being one-tenth inch. In addition will try and describe what I think the proportions should be.

Found that nineteen, the number of teeth on the old wheel, was not enough as it produced too large a tooth in proportion to the diameter of the wheel. It is essential, of course, in a gear, that the space between teeth bear a distinct relation to size of tooth, so that two like gears would work together.

The old design of small tooth and large space is incorrect. The minimum number and a very good number seems to be twenty-four, placing one on the central line of each arm, and three in between. You will note I have changed the number of arms from eight to six, as eight is too many for a small wheel and if put in would necessarily mean slender and ill-proportioned design.

Beginning with a shaft of seven units diameter, the proper hub diameter would be twelve units. The arms should be tapered and elliptical in cross section. They should be tapered and their width such that if sides are produced towards the center of wheel, they would come tangent to the shaft. In other words, they should be seven units wide at center of wheel tapering to five units where they join the rim.

The rim, from inside edge to root of teeth, is made eight and one-half units wide, the deepest space for lettering five and one-half units wide, and the letters "Rotary International" four units high. This leaves one and one-half units of space on each side of depression.

The diameter of wheel at root of teeth is fifty-two units, the diameter over all is sixty-one units, making teeth four and one-half units high.

Width of teeth at bottom is four and one-quarter units and at top is two and one-quarter units,

sides of teeth being slightly convex outwards. This leaves space between teeth approximately correct, that is, width of space is approximately equal to width of tooth at its mid-height.

And now there's nothing more for the author of this article to do but to transmit it to Secretary Ches as a report to the Board of Directors of the International Association of Rotary Clubs from the Committee on Standardizing the Rotary Emblem—which is hereby done.

Note: Charles Henry Mackintosh, member of the Rotary Club of Chicago, is a former member of the Duluth, Minn., Club, of which Rotarian Bjorge is a member.

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Design Is Officially Adopted

The report has been received by the Board of Directors of the I. A. of R. C., and the design has been officially adopted. Application for copyright of it has been made. The secretary has conveyed the thanks of all Rotary to Rotarians Beringer, Bjorge and Mackintosh for this splendid bit of constructive service.

The record of the Board's action is as follows, taken at the meeting of the International Directors held in Chicago, Ill., on the 18th of November, 1919:

The secretary presented the report of Rotarian Mackintosh of Chicago, chairman of a special committee appointed last year to standardize the Rotary emblem. The report contained a sketch of the Rotary emblem, prepared by Rotarian Bjorge of Duluth, Minn.

It was agreed that this design and description of the official emblem of Rotary is accepted as the official Rotary emblem, the same being substantially in accordance with the action of the Duluth Convention in 1912, and that the emblem of International Rotary shall be used without any change in the inscription upon it, or any alteration or additions of any kind to it.

The adoption of this standard design for the emblem means that hereafter all reproduction of the emblem should be made in accordance with the standard.

It is obvious that the other designs now in use will continue to be used until the stationery is exhausted or the plates are worn out or the flags become tattered and torn. For sometime to come, even at Headquarters, it will be impossible to use only the standard design, but gradually every use of the emblem, whether in *THE ROTARIAN*, on other printed matter, or on decorative pieces, etc., will be brought into conformity with the standard design.

A question that naturally might be asked is: "Why not continue to use the old standard instead of adopting a new standard?" The answer is: "Never has there been an old standard."

As has been pointed out by Rotarian Beringer, there have been about 57 varieties of the Rotary wheel and this is the first action taken by competent authority to establish a detailed description and standard design. The action of the 1912 Convention gave merely the general idea of the wheel, and it is evident that there should have been added to that general description a detailed description which would give one specific form of emblem and not an infinite variety of forms. As has been said the infinite variety will continue for a long time to come. It may be years before we can outgrow some of the emblems now in use.

You'll Be There In June, Won't You?

By William P. Houpt

ATLANTIC CITY, "the playground of America," is the mecca towards which all Rotarians will turn during the week of June 20th, 1920, for the annual convention of the International Association of Rotary Clubs. This gathering, it is the sanguine expectation of all who united in the movement to take it to the Atlantic seaboard is destined to be the greatest from point of view of interest, and of attendance, that has been held. For the east needs the inspiration of an International Rotary convention and thousands of Rotarians who have not had the advantage of attending such an assembly will journey shoreward in groups and by clubs to get the great inspiration of a Rotary convention.

To many Rotarians who will be present on that occasion, Atlantic City will not be a novelty, for all seasons of the year they have gone there and have lingered by the waves for pleasure or for the rest and health giving air and ozone which are its chief attractions.

To the thousands of other Rotarians who wend their way shoreward next June the resort will be a decided revelation.

Atlantic City has the happy faculty of meeting every need of the man who leaves home and business during the summer for pursuit of enjoyment or of recreation. Primarily it must be considered as a seashore resort, the premiere city of its kind in America without question, and by many regarded as first in the world.

It combines with the attraction of a resort all of the conveniences and facilities of a metropolis. Its well paved and lighted streets, excellent car services and modern building construction, place it in the class of first rate cities. It has the advantage of frequent train service over three lines and is within one hour's ride of Philadelphia, and only three from New York.

Ample Hotel Accommodations

Rotarians who prefer to roll seaward in their automobiles will find level stretches of highway across New Jersey, most of the distance paved with concrete. In fact before next June there will be a continuous stretch of hard surface paving between Camden and the sea, a distance of about 58 miles.

Visiting Rotarians in June, 1920, will be greeted by the Atlantic City Rotary Club, of which L. D. Algar, Atlantic Avenue merchant, is the energetic and enthusiastic president, and will be escorted to the resort's distinguishing feature, the Boardwalk, along which are located the palatial hotels in which they will be quartered during the whole of Rotary Week, literally surrounded with every comfort they desire, where they will enjoy an unsurpassed cuisine, and where no congestion will obtain. Except where desired, not more than two people will be assigned to one room when hotel reservations are made next April.

The Atlantic City Hotel Men's Association, composed of the proprietors of the big beachfront houses, has given a pledge to the local Rotary Club, and thru it to the International directorate, that the resort will be turned over to the International Association in June, 1920; no other convention will be entertained there

during Rotary week, and the hotels, Boardwalk, the piers and even the great bathing beach literally will be posessed by the Rotarians.

Therefore, accommodations will be ample, and (with no reflection upon the splendid hospitality which has been extended to the International Association in other convention cities in the past) superior to anything heretofore enjoyed. For entertainment of that character is Atlantic City's big asset.

Hotel Rates Not Raised

It was recognized at the outset that Rotarians, being representative men in each community from which they come, are accustomed to having the best that can be provided in the way of hotel comforts when they are traveling. Before Atlantic City Rotarians took a single step towards launching a drive in friendly contest with other cities seeking the honor of entertaining the International convention, they took a poll of the hosteleries to ascertain whether the big gathering could be welcomed in June, 1920.

Hotels in Atlantic City are divided into two classes, beachfront and side avenue. For the sake of those unfamiliar with the city, be it said that the Boardwalk on which the great hotels and shops and amusement places front, skirts the beach from end to end of the resort. Stretching across the city, and at right angles to the Boardwalk are the crosstown streets, or side avenues as they are popularly styled, each named for a state, beginning with Maine, on which are located other large hotels, not having an ocean view from their bedrooms in every instance, but none the less commodious or modern in their appointments. Moreover, because of their location on the side avenues their rates are not as much as those charged in the beachfront hotels. So that rates to suit all purses may be obtained.

These rates have been fixt and standardized, and will be the same to convention delegates and their friends as to other patrons thruout the year. In other words, rates will not be boosted for Rotary convention week.

Sea Bathing Principal Amusement

Sea bathing from May until October is the principal diversion in Atlantic City. Donning a suit in one of the big bathhouses from which thousands bathe during the season, the bather walks out upon the beach passing under the Boardwalk, upon which no one is allowed to walk in bathing attire, to join the multitude who daily disport in the waves. The strand is of unrivaled smoothness. The sands are free from pebbles or sharp edged shells which cut the feet of those who venture into the surf without encumbering bathing shoes.

Extending for miles, the beach presents during the season a scene truly astonishing to the visitor from inland who has not seen the ocean. At all times the beach is the meeting place and playground. In fact by virtue of city ordinance it has been set aside as a public park, perhaps the most unique of its kind in the world.

Bathers are protected by a corps of experts, swimmers and boatmen, composing the life guards, or the Atlantic City Beach Patrol, an

auxiliary of the municipal police department. Red shirted and alert, they are stationed at intervals along the beach, some perched on high look-out stands, ready to dash with life buoy into the briny to aid some venturesome swimmer who gets into difficulties, and others in the life boat ever keeping a watchful eye upon the great throng. Due to this vigilance, accidents have been reduced to a minimum, and drownings prevented.

The guards are commanded by a Beach Surgeon, stationed in a hospital tent at South Carolina avenue, the center of beach activity during the season. The Beach Patrol is made up of men selected each spring for their fitness, and following a series of tests which are always held when the weather is propitious for the purpose, that is when the wind is strong, and the surf is high and, therefore, calculated to tax the strength and skill of the candidates.

The high standard of efficiency that is maintained from year to year in the life guards organization makes the beach the safest in the world and insures to every visitor, regardless of whether or not he is a swimmer, the benefits of a daily dip in the surf.

Roller Chair Riding

Next to the bathing in popularity is roller chair riding on the Boardwalk. That is a diversion and form of outing which in June is most enjoyable. Propelled by chairmen, who, like the 'riksha men of the Orient, seem tireless, the riders roll along the smooth planks of the wide Boardwalk for miles, sweeping gently past the panorama of sea with its picture of craft on their course up or down the coast, the ever changing bathing scene, and on the land side, the magnificent hotels, and attractive shops.

The roller chairs have right of way along designated paths on the 'Walk, runways having been laid out, so that they do not interfere with pedestrians.

The Ocean Piers

A diversity of amusement will be provided for the delegates to the 1920 convention on the long ocean piers, four in number. Dance lovers may tread the latest measures in cool breeze swept ball rooms, out over the sea, while music lovers may hear concerts by high class bands and orchestras.

The Steel Pier, largest of all, will be Convention Headquarters. The offices of the International President and of the International Secretary and his Assistants will be at the entrance of this Pier. The Convention Sessions will be held in the Convention Hall on the ocean-end of the pier—a cool, clean, noiseless place. Fifth District Rotarians who will cooperate with Atlantic City in entertaining the convention, will also establish headquarters on the Steel Pier, District Governor Ralph Cummings, of Lancaster, Pa., having made provisional arrangements to that end. Atlantic City and the whole Fifth District will work for the coming five months to prepare to greet Rotarians from everywhere in June, 1920.

Directors Adopt Convention Plans; Also Transact Other Important and Timely Business

AN extremely busy meeting of the Board of Directors of the International Association of Rotary Clubs was held in Chicago, Monday and Tuesday, 17 and 18 November. The directors in attendance were President Albert S. Adams, Immediate Past President John Poole, First Vice-President John Napier Dyer, and Third Vice-President James F. Finlay. Secretary Chesley R. Perry attended all of the sessions and various of his assistant secretaries were present at different times. Among other Rotarians who attended some of the sessions were Sergeant-at-Arms-Raymond M. Havens, Willard Lansing, Chairman of the International Committee on the Constitution; Kendall Weisiger, of Atlanta, Chairman of the International Committee to Study Classifications; Joseph McNamee, Chairman of the Atlantic City Convention Executive Committee. Albert T. Bell, representing the hotels of Atlantic City, also attended some of the sessions.

A great deal of time of the meeting was devoted to a discussion of the 1920 convention problems and plans. The Board also adopted a standardized description of the Rotary emblem, a model program for district conferences, and a standard list of classifications for new clubs.

President Adams reported very enthusiastically on the very general spirit of cooperation on the part of clubs and individual Rotarians and the great desire of everyone to do whatever is possible to make this one of Rotary's best years. He was very complimentary in speaking about the district governors and the work which they are doing. He spoke with approbation of the effort being made by the clubs to weed out the "dead wood" and to increase the average attendance at the meetings.

Secretary Perry reported the work of his office running along very efficiently and spoke with pride of the many things accomplished during the last few months in spite of the large increase in the cost of everything, unaccompanied by any increase in income aside from the normal increase due to the addition of new members and new clubs.

A number of very interesting and helpful reports were received from district governors. In this connection President Adams called attention to the very apparent good that was resulting from the meeting of the "International Council" of Rotary held in August.

Convention Arrangements

After considerable discussion regarding conventions generally and the 1920 convention in particular, the following agreement were reached:

The registration fee shall be \$10 to be paid by each person attending the convention.

The fund created by the registration fees shall be applied to the payment of the expenses of the convention as scheduled in the budget prepared by the Secretary and approved by the Board of Directors. If the expenses exceed the total of the registration fund, the deficiency shall be met by the Rotary club of the convention city. Should there be a surplus left in the registration fund after payment of all the convention expenses, the

International Committee on Relations Between Employer and Employee

RAYMOND M. HAVENS, Kansas City, Mo.
H. G. STANTON, Toronto, Ontario.
H. V. PLATT, Salt Lake City, Utah.
ARTHUR C. MORSE, New Haven, Conn.
ROBERT STONE, Topeka, Kansas.

balance shall become part of the convention fund of the Association.

The Rotary club of any city entertaining a convention shall guarantee the payment of the expenses of the convention, including entertainment or hospitality. The convention city club shall advance money to pay the convention expenses and these advances shall be repaid out of the registration fund, provided that the fund is sufficient to meet this demand, after the expenses of the convention are paid.

Receipts from the registration fees shall be deposited in a bank account subject to the order of the officers of the International Association. Moneys advanced by the convention city club shall be deposited in an account to be known as the Rotary 19—convention fund; disbursements from this fund shall be made in accordance with the convention budget approved by the International Board of Directors.

The expenses of attendance of the district governors at the convention shall be paid from the convention fund.

The convention fund shall pay a portion of the expense of printing and distributing copies of the convention proceedings to the Rotary Clubs.

1920 Convention Plans

With direct reference to the 1920 convention at Atlantic City the following conclusions were arrived at.

The sessions of the convention shall be held in the convention hall on the Steel Pier. The working offices of the Headquarters of the Association, including the offices of the President and the Secretary, shall be on the Steel Pier. There shall be no Headquarters hotel; the International President and Secretary shall be located at the same hotel; other International officers are to be urged to accompany their respective club delegations.

The probable expense of the 1920 convention was estimated at \$42,811.14. The Atlantic City Rotary Club shall guarantee the expenses of the convention estimated at this figure.

International Committee on Work Among Boys

JOHN DOLPH, Washington, D. C.
PETER THOMASON, Manchester, England.
W. M. WALLACE, Winnipeg, Manitoba.
GEORGE DUGAN, Albany, N. Y.
CARLOS ALZUGARAY, Habana, Cuba.

Money advanced by the Atlantic City Rotary Club is to be deposited in the Board Walk National Bank in an account known as the Rotary 1920 Convention Fund, subject to the order of checks drawn by the treasurer and countersigned by the chairman of the Convention Executive Committee, disbursements to be in accordance with the convention budget.

The registration fees are to be deposited in the same bank in an account subject to the order of the officers of the International Association.

The treasurer and chairman of the Convention Executive Committee shall give security bonds of \$10,000 each, the premiums to be paid from the convention fund.

The hotel bureau of Atlantic City shall take care of all registration expense.

Hotel Arrangements

Hotel reservations shall be made in strict compliance with Article 13 of the By-Laws of the I. A. of R. C.

Rotary clubs are not to make requisition for hotel accommodations before the date set by the International Association which date probably will be April 1st. All clubs will be expected to file their requisitions at that time, and until April 15 will be the time allowed for the receipt of the requisitions at Convention Headquarters. On April 16 the Convention Secretary, the Committee on Hotel Accommodations, and the representatives of the Atlantic City hotels will act together to make assignments of reservations. Each club will be notified of its assignment and required to sign a contract. All such contracts must be returned to the Convention Secretary by May 20.

Model Conference Program

A complete and satisfactory financial report was received from the convention executive committee of Salt Lake City and approved, and the committee was discharged with thanks.

After considerable discussion regarding the work that should be accomplished at the 1920 district conferences the Directors agreed upon a model program which should be sent to the districts as a suggestion for 1920 conferences.

The request of the Prisoners' Relief Society for cooperation in the work of raising \$1,000,000 was declined and the Directors expressed their disapproval of an appeal being made to the Rotary clubs or Rotarians for contributions for such fund.

Secretary Perry reported that 397 clubs had contributed to the \$10,000 for the Corpus Christi sufferers; that of this number 57 clubs had contributed more than the quota assigned to them; that \$3,353.35 in excess of the \$10,000 and necessary administrative costs had been raised; that four clubs had contributed under protest and that to one of these four had been refunded its contribution. It was decided that the excess should be returned to the contributing clubs; that the full amount of the contributions made under protest should be returned; that to those clubs who had contributed more than their quota the over payment should be returned; that the balance remaining should then be returned to all contributing

clubs in proportion to the amounts contributed by each.

After a long executive session, during which there was considerable discussion of salaries paid at the International Headquarters, the Board approved the policy of paying better salaries to the junior assistants on the Secretary's staff—a policy which had been inaugurated by the Secretary following the last previous meeting of the Board. The Directors decided they could not consent to any general increase in salaries paid to the senior assistants.

J. E. Lloyd Barnes, of Liverpool, Governor of District No. 24, was designated by the Board as special representative to supervise the organization of a Rotary club in Paris, France.

Will Seek Federal Charter

Vice-President James F. Finlay made a report on the matter of a federal charter for the International Association and he was directed to proceed with his efforts to secure such a charter by an Act of Congress.

It was agreed that complimentary copies of THE ROTARIAN should be mailed to the 14 members of the Executive Council of the British Association of Rotary Clubs each month. The Secretary was directed to urge Rotary clubs in the United States and Canada to subscribe to the *Rotary Wheel*, the official publication of British Rotary, this recommendation to be made thru *The Weekly Letter*.

With reference to the protest made by the Belfast Rotary Club against the publication of an article on the Sinn Fein movement in the May, 1918 issue of THE ROTARIAN the Directors came to the following decision:

"The editors of THE ROTARIAN considered that they were not publishing an article of a political or partisan nature, but one merely of informative and historical interest to thousands of Rotarians who desire to understand British political situations without any desire to be involved in them. However, inasmuch as this article has been interpreted by some Rotarians as being an article of a political and partisan nature, this Board regrets that the article was published."

With reference to a suggestion made by District Governor Strader and endorsed by District Governor Brown to increase the term of office of district governor to two years, the International Board agreed that in their opinion such a step would be inadvisable.

The President was authorized to issue a brief statement calling the attention of all clubs to the fact that the time is approaching for the nominations for district governors; that several men who have occupied this office have suggested that it is only just that any man asked to accept the position should be informed as to the requirements that his acceptance would make upon him with respect to the time necessary to properly fulfill the duties of the position.

A Pause in Extension Work

It was decided that the organization of new Rotary clubs should cease on the 30th of April, to be resumed immediately following the convention.

With reference to the resolution offered by the Rotary Club of Oklahoma City for the consideration of other clubs on the subject of deportation of aliens, the Board instructed the Secretary to write the Oklahoma City club that the Directors are sympathetic with the general purpose of the resolution but as an International

Constructive Education Needed

THERE is a field of endeavor that I am very much interested in. It deals with some of those human qualities and faculties which, in my opinion, have as much to do with the success problems as any other, but which at the present time are permitted to atrophy, because neither the parents, schools, nor the churches do constructive work of the right kind, or if they do, it is not effective.

By way of illustration, I have in mind the development of morality. Some men are shocked when I point out to them that there is no systematic or scientific effort made today either by the schools, churches, or by any other social force, to develop morality along constructive lines. I have heard ministers and others of prominence dispute this statement, but when proof was called for, they either had none, or resorted to calling attention to what is done negatively.

It is, of course, true that parents, teachers, ministers, and all welfare workers having this subject in mind, never hesitate to talk about the prevention of immorality and say "you must be moral," and always follow this up by telling what will happen if you are not. That is as effective, but not a bit more so, as if children were told (and they are told) that they must be educated, and then follow it up by telling what happens to blockheads. Our responsibility cannot be discharged in this way.

Take another illustration. Everybody understands to a degree the importance of honesty and its relation to the success problem, but I never heard anyone claim there was any system in vogue today intended expressly to develop honesty. Now honesty is simply one of the human faculties or

qualities, and is just as susceptible to development as any of the intellectual faculties; and the time has come, in my opinion, when the curriculum of every school should contain text-books on the development of all the emotional faculties. I place them in exactly the same relation to the success problem as I do the development of the intelligence or the development of health.

And so in conclusion I would differentiate between "prevention," or negative qualities, and the "development" of positive qualities. Society thinks and acts along the line of the "prevention" of poverty, disease, and crime, and as we all know, makes progress mighty slowly. It is my conviction that Rotary has its greatest opportunity in the direction of educating the public to think and act along the line of the "development" of efficiency, health and good citizenship, and when that time arrives we will begin to burn up some of our almshouses, hospitals and penal institutions, that are very expensive.

I don't think Rotary should be racking its brain about problems that really belong to other organizations. Of course, we know that every normal, healthy kid is bound to do something, and if he is not properly directed, he simply gets into mischief, and then he is called a bad boy. Our juvenile delinquency is a real problem.

We are right now, as never before, as I see it, ready to be properly directed. Every Rotary club is young and healthy. "Ambition to achieve" is the watchword everywhere. I hope the committee on boys will be able to do something constructive.—*John Dolph, Chairman I. A. of R. C. Committee on Boys Work.*

Board they could not take action upon the resolution.

In an informal discussion of the subject of revising the constitution of the International Association, several expressed their views on the subject for the benefit of Chairman Lansing. It was agreed that Chairman Lansing's committee should endeavor to work out a plan for a different International Organization as suggested by the 1918-19 committee (See report by Estes Snedecor in the August issue of THE ROTARIAN) but that the Board should not at this time commit itself to any plan of reorganization.

Kendall Weisiger, as Chairman of the special committee on the Study of Classifications, made an oral report in which he recommended:

1. That a list of 64 common classifications for clubs in cities of less than 25,000 population be printed and sent to the district governors for their study and comment.

2. That in place of the present list of 150 classifications in the pamphlet on membership issued by the International Association there be substituted a list of 110 classifications compiled for clubs in cities from 25,000 to 100,000.

3. That each club in cities of more than 100,000 population appoint a classification engineer who would be willing to take the job for three or four years and who would study the classifications of his club and be the local expert on such matters.

Chairman Weisiger's report was accepted and Secretary Perry was directed to carry out his recommendations. The Committee to Study

Classifications was discharged and an Advisory Committee on Classification was created, with Rotarian Weisiger as chairman to serve for as long a period as he would consent, this committee to be in the nature of a permanent body which would be better able to give decisions on classification problems than the changing International Boards.

The report of the sub-committee appointed to standardize the Rotary emblem was presented by Charles H. Mackintosh, of Chicago, and was accompanied by a sketch by Rotarian Oscar B. Bjorge of Duluth. This design and description was accepted as the official Rotary emblem to be used without any change in the inscription or any alterations to it. The design and description are printed on page 15.

The plan for a Board of Lectureship, submitted by the Rotary Club of Davenport, Iowa, proposing the appointment of a number of Rotarians to travel among the clubs and give addresses on Rotary was considered. The Board decided not to give approval to the plan because the funds of the Association would not permit the expenditure and it was thought that the clubs would not be willing to tax themselves extra for this work.

The 1918-1919 Committee on Business methods recommended that each club in Rotary should have a committee on foreign trade relations, the several committees to work together. The Board agreed that such committees should not be appointed.

El egoismo nos podra hacer prosperos; solo el altruismo hos hara felices. Selfishness can make us prosperous; only altruism will make us happy.

Ecos Rotarianos

La Fiesta Patriótica del 10 de Octubre y el Rotary Club de Guantánamo

HERMOSA participación tomaron los componentes del Rotary Club de Guantánamo, Cuba, en la celebración de la efeméride patriótica del 10 de Octubre. Cincuenta y un años se cumplían ese día aquel glorioso 10 de Octubre de 1868, día memorable que el Gran Padre de la Patria, Carlos Manuel de Céspedes, reunió en el batey de su ingenio La Demajagua, á sus esclavos y después de harcerlos libres, junto son un grupo de conjurados proclamaron la independencia del pueblo cubano.

Los Rotarios de Guantánamo tomaron una

también gozosa de nuestra fiesta. Un día clarísimo, con un sol tibio propio de la estación, un cielo azul sin una nube que turbara su hermoso color, todo parecía preparado para que resultara, como resultó, un gran éxito nuestra fiesta.

Los Comisionados Rotarios cumplieron debidamente la parte a ellos encomendada, de dirigir la parada cívica, desde el Parque Marti hasta el Parque 24 de Febrero y la Comisión quedó altamente satisfecha de las invitaciones que hizo pues podomos decir que todos los invitados correspondieron a la cita. Allí estaban representados, con un nutrido número de alumnos, todas los colegios públicos y privados, el Sr. Alcalde Municipal, y el ayuntamiento Sr.

Dr. Charles Ramsdem y Dr. Alfonso M. Puente. Además de estos Sres, Rotarios, tuvieron también el honor de portar la bandera, el Sr. Alcalde Municipal, Manuel Medrano y el Capitan del Ejército Nacional Sr. Azcuy.

Llegados al Parque 24 de Febrero y colocados todos los concurrentes de manera que todos pudieran participar del acto se iba a realizar, el Sr. Juan Bolivar Presidente del Rotary Club, hizo uso de la palabra para entregar al Sr. Alcalde Municipal, la bandera, que el Club donaba a la ciudad.

El Sr. Alcalde, en nombre del pueblo de Guantánamo dió las gracias al Rotary Club de Guantánamo por tan valioso donativo y acto continuo a los acordes del Himno Nacional, fué izada por la primera autoridad local, la enseña de la Patria, hasta el tope del asta. Ligera brisa se agitaba en el espacio en los precisos momentos de ser izada y esto hizo que gallarda y extendida en todo su tamaño subiera majestuosa la bandera de la Estrella Solitaria. Entre aplausos y vítores ascendía la bandere y las fuerzas armadas de la República le rindieron los honores de ordenanza.

Hicieron uso de la palabra el Coronel Sr. Pedro P. Diaz, el Dr. Pablo Rigual y el Sr. José Joaquin Herrera y luego se inició el desfile de la parada cívica que marca una época en la historia del rotarismo en Guantánamo, por haber sido un verdadero éxito.

Por la noche en el Hotel Continental, se sirvió un esplendido banquete Rotariano, al cual feuron invitados algunos Veteranos del Ejército Libertador, la Prensa, y Autoridades. Al final del banquete se brindó por la prosperidad de Cuba y del Rotary Club haciendo uso de la palabra el Dr. Alfonse M. Puente, por los Rotarios, el Coronel Pedro P. Diaz por los Veteranos y el Sr. Carlos González Manrique por la Prensa, haciendo el resumen y despedida, nuestro Presidente Sr. Juan Bolivar.

DR. ALFONSO M. PUENTE.

Corresponsal del Rotary Club de Guantánamo.

Notas Breves

El Secretario-General, Chesley R. Perry, escribió una carta a cada uno de los secretarios de Rotary clubs en ciudades de habla castellana anunciándoles que con el número de diciembre daría comienzo, siquiera, una página en castellano en la revista THE ROTARIAN y con este propósito solicitaba la cooperación de los clubs con crónicas para publicar en nuestro órgano o datos que nos orienten para preparar aquí en las oficinas centrales la página española.

El club de Guantánamo fué el primero en responder a esta llamada y en este mismo número publicamos con especial gusto una crónica del corresponsal del club, Dr. Alfonso M. Puente.

El señor don Frederico A. Pezet que en el último mayo aceptó el cargo de Delegado Especial para organizar Rotary clubs en Centro y Sur América, tuvo que discontinuar el trabajo de organización a principios de agosto, cuando el Gobierno del Perú le nombró Embajador del Perú en Washington.



IZANDO LA BANDERA EN EL "24 DE FEBRERO" PARQUE DURANTE CELEBRATION DEL 51° ANIVERSARIO DEL GRITO DE YARA, EN CUYA CELEBRACION LOS ROTARIOS DE GUANTANAMO TOMARON PARTE PRINCIPAL.

participación muy significativa en las fiestas que se llevaron a cabo ese día para solemnizar la patriótica fecha y la fiesta rotaria fué, podemos decirlo, la más importante de los actos realizados.

Casi terminada ya la obra de construcción del Parque 24 de Febrero, obra que se ha ejecutado debido en gran parte al celo y entusiasmo de uno de nuestros mejores Rotarios, el Sr. Calixto Bergnes, (Secretario del Club,) el Club acordó donar a la ciudad una bandera nacional para que fuera izada ese día en el asta que se había preparado al efecto en una de las entradas del parque y para que en lo sucesivo también se izara en los días festivos y de fiestas nacionales.

El Rotary Club quedó a la altura de su hermosa obra. Invitados los colegios públicos y privados, las corporaciones oficiales, sociedades de recreo, prensa y pueblo, desde muy temprano ya empezaron a reunirse en el sitio de cita, Parque Marti, todas aquellas entidades que con nostros, iban a contribuir a darle más belleza al acto que íbamos a realizar. La Naturaleza, espléndida esa mañana, parecía

Supervisor de la Policía, el Comandante Militar de la Plaza, representaciones de las Logias Reconciliación y Humildad y de las Sociedades Liceo y Colonia Española, el Sr. Consul de España, representación de las Logias de Odd Fellows Catalina y Star of Judea y un imenso público que se disputaba el honor de marchar en la cívica parada.

Organizada la marcha por los comisionados, fueron colocados en primer término los colegios. Daba gusto ver la alegría reflejada en los rostros infantiles por tomar participación en estas fiestas de la Patria, que ellos mañana defenderán y harán feliz por su actuación patriótica. Seguían luego las Corporaciones, Sociedades, Banda de Música Municipal y luego la hermosa bandera la cual era llevada extendida a mano de los miembros del Rotary Club entre los cuales estaban, su presidente Sr. Juan Bolivar, los Sres, Calixto Bergnes, Francisco Soler, Luis Chibas, Manuel Espino, Francisco de Pando, W. B. Houston, (Consul de los Estados Unidos de América), Ramón Mola, Rafael Arturo Castellanos (Presidente del Ayuntamiento) Salustiano Martínez, Lcdo Emilo Chibas, Lcdo Fermin Peinado,



How to Be a Rotarian

Attendance

THERE is no such thing as "absent treatment" in Rotary. Each man elected to Rotary should be told that his acceptance of the honor places upon him an obligation to be regular in attendance at all Rotary gatherings. When the membership committee is satisfied:

- (1) That the proposed member is one of the directing forces of a business;
- (2) That the firm he represents is one of the leaders in that line of business;
- (3) That his reputation for integrity and character is above reproach;
- (4) That his personal credit is unquestioned;
- (5) That he is socially acceptable;

there then arises the vital question as to the probability of his interest, attendance and activity as a Rotarian.

If there is no affirmative assurance of regular attendance, the classification had best be unrepresented. Rotary is a live-wire club—a wire cannot be considered very much alive if the current only passes thru it occasionally. The rule dropping members for non or irregular attendance should be enforced with characteristic business firmness. A stable membership is a great asset for a Rotary club, and a constantly changing group, not the result of removal or change in occupation, is a marked weakness which makes for inefficiency.

Activities of Rotarians

THERE is only one kind of a Rotarian, and that is an active Rotarian.

Personal: The first activity suggested for Rotarians is a personal one. Members should carry into effect, in their own business or professions, the high standards and many-sided service which Rotary teaches, keeping constantly in mind the goal—*Rotarians' ideals and practices, one and indivisible!* Rotary is distinctively a betterment movement, and its success will depend upon the degree in which Rotarians practice the principles of Rotary, expressed in their code of ethics.

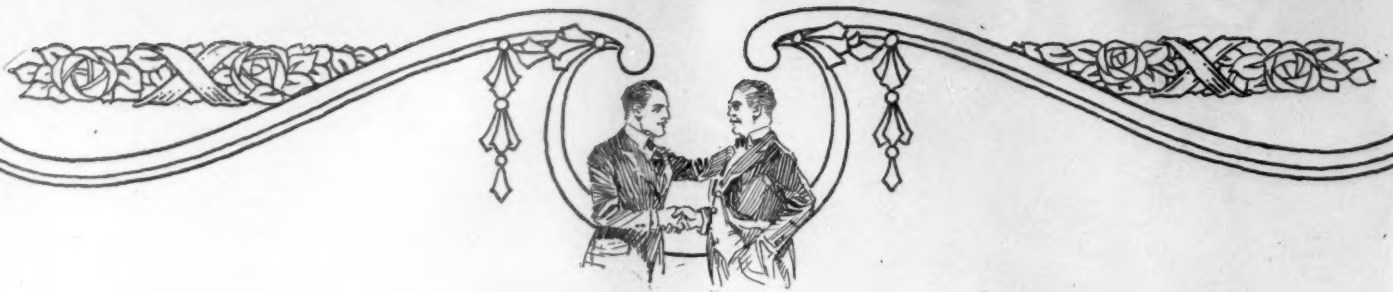
The world must be taught to realize that a Rotarian is a safe man with whom to do business. The Rotary button should be worn constantly, by all members, as an insignia denoting reliability and service.

Club: The second activity suggested for Rotarians is activity in the club. The measure of the club's value to the Rotary movement bears a constant relation to the percentage of Rotarians actively participating in the club meetings. Members should be active in discussions on all subjects brought before the meetings, and should be offered opportunities to talk on their own businesses or professions.

There is, also, the quiet exchange of ideas at luncheons and dinners, many of which throw side-lights on difficult problems and provide first-hand information from men in very different occupations.

Owing to the non-duplicative basis of membership, the talks between fellow Rotarians are of a more personal nature than most business men exchange with one another.

Business or Professional Associations: The



third activity suggested for a Rotarian consists in carrying high standards of business morality and more comprehensive ideas of service to others in his own classification.

All business and professions have their local, county, state, provincial, national associations. Rotarians should attend the meetings of these organizations and be real ambassadors of Rotary to the business world there represented. While no one would venture to suggest to business or professional organizations that Rotary as an organization urges them to a more exacting conscience, higher standards, etc., nevertheless, Rotarians will find ample opportunity by participation in the deliberations of the conventions of such organizations to lead or support the thoughts of those present to higher ideals in business methods.

Civic and Charitable Services: Since Rotary trains its members to be better citizens, better members of their respective commercial bodies, etc., Rotarians should be active in the local, civic, commercial and charitable organizations.

Profit

WHAT profit may a man reasonably expect as a result of his activity in making more worthy his own business, of his activity in the club, in trade associations and in the civic and charitable bodies?

The profit he gets is not that microscopic, infinitesimal something which exists somewhere between the cost and the selling price.

The profit is the opportunity which all Rotarians have of becoming better and bigger men and of rendering greater service to themselves, their fellow Rotarians and to the world at large.—*Service, Not Self*
—*He Profits Most Who Serves Best.*

Evolution of Members of Rotary Clubs Into Real Rotarians

ROTARY cannot be taken on as a man puts on his coat, but must be taken in as a man assimilates his food. A man becomes a Rotarian as he grows in Rotary, and this growth is well illustrated by Nathaniel Hawthorne's wonderful story, *The Great Stone Face*.

The story tells of a spacious valley, at one end of which nature, in one of her playful moods, had thrown together some immense rocks which resembled the features of a majestic human countenance. Viewed from afar, the Great Stone Face, as it was called, seemed like a divine personage. While the features were noble and lofty in expression, there was withal, a look of kindly sympathy and brotherly affection, the flow of a vast, warm heart that embraced all mankind.

There was an Indian legend that, at a future time, a child would be born thereabout, destined to become the greatest and noblest personage of his time, whose countenance in manhood should bear an exact resemblance to the Great Stone Face. Altho the legend had been current with the inhabitants for many years, it imprest no one so deeply as a village boy named Ernest. He kept the prophecy constantly before his mind, and when the toil of day was over, he would gaze at the Great Stone Face for hours, discerning many things which other people could not see. The Face became his teacher and his source of inspiration. His daily contemplation of it cultured his mind, and he abstracted for himself the spirituality and sentiment which shone from its wonderful eyes.

From time to time there were rumors that the great man, foretold in ages long ago, had appeared, but it was sad for Ernest to see that one after another



was discarded by the people because each lacked the character indicated by the grand and noble Face.

Influence of Thought

Ernest continued to develop, and he became a teacher in his native village. He uttered truths that molded the lives of those who heard him. Each day the world was better because of the life of this humble man. He grew old. Sage thoughts dropt from his lips and brought fame to himself and his village. Distinguisht persons came from afar to see and converse with him.

A new poet arose, wrote a poem about the Face, and was acclaimed as the typification of the majestic and benign image. Ernest entertained the poet, and all day long they talkt. At sunset, as was his custom, Ernest addrest an assemblage of the neighborhood. His words were words of life because a life of good deeds and holy love was melted into them; they had force because they accorded with his thoughts, and his thoughts had reality and depth because they harmonized with the life he always had lived.

It was impressive to see Ernest standing before the multitude. At a distance, but distinctly to be seen, high up in the golden light of the setting sun, appeared the Great Stone Face, with hoary mists around it like the white hairs around the brow of Ernest. Its look of grand benevolence seemed to embrace the world. Strikingly at this moment, in sympathy with the thought he was about to utter, the face of Ernest assumed a grandeur of expression so imbued with benevolence that the poet, by an irresistible impulse, threw his hands aloft and shouted:

"Behold, Ernest himself is the likeness of the Great Stone Face."

Then all the people lookt and saw that it was true, and Ernest walkt slowly homeward, still hoping

that some wiser and better man than himself would by and by appear, bearing a resemblance to the Great Stone Face.

There is no doubt that the life one leads and the thoughts one thinks stamp their impressions on the human countenance. There is no doubt that a man grows in Rotary, following the manner of Ernest's study of the Great Stone Face. Rotarians must be thinkers. They must thoughtfully contemplate the many-sided Rotary and see things which other people cannot see. There are many big ideas in Rotary yet to be discovered by studious and reflective Ernests. Like the Ernests of the story, their faces shall grow in character until Rotary shall no longer be a veneer, but a reflection of their souls.

The Rotarian, the local club publications, the constitution of the International Association, the Rotary Code of Ethics and the Rotary Platform constitute the Rotary literature suggested for those who seek to become thru-and-thru Rotarians. No one could hope to absorb a fellowship so broad, or a theory of business living so comprehensive, without study.

Let us all fix our gaze on Rotary. Let us study and search for its innermost business thoughts, attune our lives to the martial strain of service, our hearts to universal fellowship, and the world will shout, "Behold these men are in the likeness of Rotary!" and like Ernest in the story, the Rotarians will walk slowly homeward, still hoping that some wiser and better men will appear more worthy of the name Rotarian.

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The Public Utility and the Employee

By John D. Kuster

IT is the duty of every individual who prides himself on being a good American to give some serious sympathetic thought to what constitutes good citizenship, and to determine what should be the standard of conduct that should apply to himself and to all others in a period of reconstruction thru which civilization is passing at the present time.

If he gives some honest, serious thought to the present day conditions, in an unprejudiced, open minded, cards-on-the-table sort of way, he will gradually and consciously find himself acknowledging to himself that the prejudiced judgment is usually of little value; that both parties to a controversy are usually a little bit wrong, and partly right; that both are more or less selfish and stubborn; and that acknowledging the equality of all good, law abiding, home loving, industrious citizens, irrespective of the work they do or the money they possess, is the first step toward the adjustment of differences; and finally that there is a just solution of all questions.

I believe our first duty is to keep busy, to go forward with our faith gazing upon the star of success, to be content with reasonably small profits, to encourage thrift and practice economy in our living to the extent of setting an example for all men to follow. But we should go forward and keep on going forward in the work that must be done to keep this age and generation from lagging behind the general average of excellence, that must be preserved in order that its people shall be properly clothed, fed and educated, and permitted to enjoy such comforts and happiness as are associated with the period in which we live.

Every man to be happy must have some education. He must have health. He must be industrious and have useful work to do. He must have a home and a wife and family to enjoy that home. God pity the man who wanders homeless about this world—or from town to town in this state—or from house to house in this town—with no place of his own, and no fireside of his own to call home. The unmarried man of 40 has neglected his first duty for good citizenship.

We make weak apologies and treat lightly such suggestions, but no man in good health should chance being classed as a social parasite by consciously trying to escape his responsibilities in making a home.

If every discontented rover would stop roaming and buy a home, he would find less to complain about, be more susceptible to reason, less apt to break the laws, be a more industrious and useful worker, less extravagant and a much more respected citizen.

Control of Public Necessities

THE employees of public utilities must be a different sort of human than those of other institutions, for society in most of the states has placed a public utility commission over them to see that they do not become so selfishly absorbed in the success of their company that they forget the rights of its patrons. I am unable to state just why the law makers stopt where they did. Why water, electricity, gas, transportation and warehouses, are considered more useful as public necessities than coal, flour, milk, butter, sugar, clothing, lumber, steel, or oil.

During the war we were restricted in the use of some of these articles, and what a glorious feeling it was when these bans were raised, but the Public Utilities Commission we have with us still. As a public utility man, I am willing to admit that we should have such a commission and some day our laws will provide for permanent commissions on fuel, food and labor, and we will all cheerfully obey their rulings, and profiteering in commodities or wages will cease. The industries and their wage earners will get what is due them and no more or no less.

While on this topic, I want to inquire why our law makers did not include municipal plants with privately owned utilities in the jurisdiction of the utility commission, and why labor and oil should escape such official scrutiny when labor and oil are the principal ingredients used in the manufacture of gas.

The public utility commission should be a sort of "traffic cop" whose badge of authority keeps everyone traveling the public utility highway, going in the right direction at the proper speed, and preventing smashups and disaster on the way. Labor, the oil or coal producer, or the municipal plant has always been given the right of way and told to "use his own judgment" and

The one vital principle the employee has not yet learned is that careless and inefficient workmanship, loafing on the job, curbing output, incomplete knowledge of the work to be performed, just "getting by on the bluff," disloyalty and indifference to his employer's interests, are all forms of dishonesty, and are destructive to the prosperity of an industry, the reputation of a public utility, or the life of a nation.—John D. Kuster.

permitted to exceed the speed limit, turn short corners, run wildly into others legally entitled to protection from smashups, tie ups, congestion and general confusion.

There should be no favorites. The ideal of service to the consumer, the scrutiny of the investment to the citizens whose savings are invested in the bonds of public utilities, the prosperity of the industry for its owners and employees, demands that we clothe our "traffic policemen" with new uniforms and arm them with larger clubs.

Changes in Living Costs

IT is a source of much satisfaction to the gas companies to know that they, for one short period of their existence, have not been charged with "profiteering." Oil, labor, and all material has increased from seventy-five to three hundred per cent, but the price of gas in many cities has not changed. In California, increases from ten per cent to twenty per cent, varying with different conditions and localities, have been made, but in about fifty of the large cities of the United States increases have averaged slightly more than one per cent.

The smallest item of family expense is the gas

bill, and if all other institutions were satisfied with reasonable profits and exhibited as much of that spirit of "fellowship among men," and the "willingness to live and let live," as the gas companies, the American nation would not now be faced with internal strifes and disorder, and the radical and fire eating anarchist would have to go to work, for no one would listen to him or work to feed him while he made night hideous with his rantings.

With the average rise in the past six years in this country of 91 per cent in the retail price of the actual food necessities of human existence, the salaried man and the wage earner has been busy in the science of high finance. Nine articles show an increase of over 100 per cent, namely, lard 146 per cent; flour 127 per cent; bacon 110 per cent; corn meal 107 per cent; pork chops and potatoes each 106 per cent; ham and lamb each 104 per cent; and eggs 102 per cent. Other articles increase as follows: sugar and hens 96 per cent; butter 89 per cent; round steak 87 per cent; rib roast 77 per cent; bread 75 per cent; milk 69 per cent.

Every general increase in the wage scale has been followed by an increase in cost of necessities, and one wonders where it will end. All organized labor is better paid than ever before, and the question is whether the majority actually spend all they earn or whether they are forming habits of economy and thrift.

Consider the Salaried Man

THE salaried man not a mechanic, and not a part of a labor organization, belongs to the class of workers that is deserving of attention. If he has had increases, it has probably not averaged more than 15 per cent, while the men under him have had increases of 50 per cent. The chances are that he is drawing on his savings each month, and the mechanic in the shop is sporting a new limousine.

Most of these salaried men have gotten along some way or other and raised a family on \$150.00 or less per month. I marvel at the courage of a man to keep a stiff upper lip and face the world with a smile when his earnings and more are used each month with no opportunity to provide a fund for his existence when he becomes "obsolete" or "inadequate" and must be thrown into the "scrap pile."

He is the man whose shift is limited to twenty-four hours a day, and three hundred sixty-five days a year, is on duty always when needed, and sleeps with a telephone at his pillow. He carries on his shoulders the responsibilities of his company. He defends it against all criticisms and unselfishly glories in its success. He is called out nights, or holidays, without a thought for overtime. He is loyal thru strikes, despises dishonesty wherever he sees it, whether in the form of laziness of a worker on the job, a collector short-changing a customer, a traveling inspector padding an expense account, or a complaint man accepting a tip.

Organized labor takes care of itself, but the salaried man is sadly overlooked. He has the right to an annual income that will enable him to live well, buy a home with a few acres, permit him to educate his family, and by reasonable thrift

and economy lay aside enough to enable him to make a living out of his little farm when "Old Father Time" hands him the "blue envelope."

The employees of public utilities generally come in closer contact with the public than the employees of factories or other industries. They are required to be courteous and polite, under irritating criticism of persons unable to intelligently criticize the service, rates, or operating rules of the company.

Rights of Public

THE very nature of public utility work requires strict discipline and positive accuracy and reliability. For this reason the employees of all utilities should be better paid, should work shorter hours, should be better housed and have better working conditions than those of other industries. They could then be more carefully selected, and permanent employment with the utility would in itself be a certificate of character and ability that would be a valuable asset.

Whether unionized or not, they should not be denied the right of collective bargaining if they desire it, and all disputes and differences that may arise that cannot be settled by representatives of the workers and employees, should be referred to the public utility commission whose judgment should be final, and who have the authority to make rates that will justify generous treatment.

The public are not concerned in the disputes that arise, but they pay for a service which the utility is obliged to render, and any person accepting employment with the utilities obligates himself to assist in making that service perfect. He forfeits his right to strike, or to even absent himself temporarily from duty without knowing that a trained employe is ready to take his place.

The recent telephone strike in California was a great economic loss to every industry for miles within the zone of its influence. The hardship and suffering of the injured and the ill in need of the services of physicians or hospitals, cannot be known or estimated in dollars.

A great railroad strike would bring bankruptcy and ruin to millions. It would produce a condition of famine and starvation in many of the larger cities in a very few days, and endanger the very life of the nation. The greatest harm would come to the millions of other workers in all industries, trades, and vocations, not associated in any manner with the railroads, except as patrons of its service, a service which the owner and employees alike have voluntarily obligated themselves to faithfully provide.

Power of Public Opinion

PUBLIC opinion in a democracy creates the desire and necessity for the laws that govern our political and our social conduct, and this same patient and long suffering public must create the desire for laws that will make a strike or a lock-out in a public utility, because of such disastrous consequences, a crime equivalent to an act of treason.

And this American public opinion, always sane and just and governed by that wonderful American principle of the square deal, should see to it that just and humane laws are made, and administered by a board of educated, sympathetic and unprejudiced men, with federal authority to settle all deadlocks and act with the utility commissions of the various states to the end that

service to the public will not be impaired, pending settlement of their grievances.

Force is not an American principle, except as applied to the stability of the union, the observance of its laws, and its rules of conduct. Force as applied by the radical element in labor disputes has been imported from the discontented, pauperized factions in Europe, and they come here with a feeling of prejudice and hatred for all authority, all institutions, social, political, and industrial. It is better for utilities to give employment to Americans and Americanized foreigners only, and while it may be a little more expensive and it may slow up development and rapid growth, it is substantial and sure.

It is ridiculous for employees to feel that industries exist for them alone, and it is just as absurd for owners and bankers to think that they are the favored ones of God's realm, and that all good things were provided in order that their families may enjoy leisure and all the luxuries of an extravagant existence.

If the banker or owner works six hours a day and five days a week, counting a game of golf Wednesday afternoon, it is little wonder that his employees question why they should work ten hours a day and six days a week. If the owner takes his living out of the business each month, and a substantial dividend from the profits at the end of the year, I am not surprised that the worker yearns for a share in the year's profits, as his monthly wage has been barely a scant living. He, too, wants a savings account, to sustain his old age.

Inequalities in Compensation

WHEN a concern pays its laborers \$5 a day, and a twenty-four year old boy president of the concern \$125,000 a year, there is an inequality out of harmony with the American sense of justice.

To my mind these are the biggest questions before the world today, and the very fact that owners are beginning to show a willingness to discuss them and correct them, is evidence that they will be peaceably and justly settled—if the radical European malcontent, with distorted philosophies, hysterical and impatient of American calmness of discussion and evolution, is either Americanized or returned to the land that is responsible for his ignorance and criminal instinct, and Americans, grown up in Liberty loving America, with love for its form of Government, and knowledge and sympathy for all its political, social and economic institutions, are permitted to settle their own differences in their own peaceful way.

The selfish instincts in all humans of whatever race, nationality, or station in life must be subdued. The Americanization of the American employer jointly with the Americanization of the American employe must come before we can begin to think of Americanizing the confused, misguided, and improperly educated European, who has come here for freedom, but has not learned that our ideas of freedom for the individual are associated with the rights and needs of other individuals in the community for health and happiness and the pursuit of comfortable existence.

Aliens should immediately adopt our language, dress, and habits of living, eat the kind of food we eat, adopt our habits of social life and conduct, educate their children in our public schools and begin at once preparation for citizenship in

the new land they have voluntarily adopted, or return to the land of their birth.

The employer and employe must both learn that each has rights and that greater prosperity to all will result if these rights are respected.

The wage earner is principally concerned in what he calls a more equal distribution of the profits. He forgets that frequently there are no profits, but he gets his wages just the same, and his employer pockets his loss and says nothing.

Right Attitude Toward Work

HE is concerned in shorter hours, better working conditions, accident compensation, health insurance, and safety laws, all of which the employers are beginning to accept.

The one vital principle the employe has not yet learned is that careless and inefficient workmanship, loafing on the job, curbing output, incomplete knowledge of the work to be performed, just "getting by on a bluff," disloyalty and indifference to his employer's interests, are all forms of dishonesty, and are destructive to the prosperity of an industry, the reputation of a public utility, or the life of a nation.

The correction of this evil in adults can be accomplished only by personal reward in some form; yearly bonus for continuous service, frequent promotion; cash prizes for evidences of extraordinary skill; public acknowledgment of superior skill or talent; selection of skillful workers as instructors of those less skillful; encouragement to study at home or in night school in subjects allied with the daily work.

To prevent the continuation of this fundamental error in the rising generation, we must enlist the service of the public schools. Education in its broadest sense must be compulsory and vocational. Children must be taught to work with the hands. When a boy is physically or mentally unfit for a mechanic or an agriculturalist, it is time enough then to try and make a lawyer out of him, but the selection of his vocation or profession should be made by a board of vocational experts, and not by an indulgent mother or a whimsical maiden aunt.

If this nation is to compare favorably with other nations, its industrial and mechanical engineers and teachers must write into the patriotic exercises of young and old something more than singing "The Star Spangled Banner"; they must breathe into the souls of men and women thru home influence and school training, a yearning for knowledge and superior skill; discipline and obedience; and enthusiasm for thoroughness; a heroic worship for creative imagination in work to improve industry; and a realization that any vocation or trade becomes a profession whenever a worker puts a sufficient amount of knowledge, skill, enthusiasm and imagination into his work.

A public utility, monopolistic in its function, as it should be, practically guaranteed a reasonable return on its investment, seems to me to be the ideal institution for setting the standard of conduct, for both owners and workers; for character building and citizenship; for work and recreation; and for the security of the health and old age of its men and women.

Note: John D. Kuster, past president of the Rotary Club of San Jose, Calif., is manager of the Gas and Electric Company, and president of the Gas and Electric Association of the Pacific Coast. This was a talk to San Jose Rotarians.

200 Rotary Boys Work Committees

By Walter W. Strong, Assistant International Secretary in Charge of Boys Work

THE Rotary clubs are catching the vision of the opportunity which is theirs for genuine service in the field of Boys Work and increase activity is being manifested both in the organization of committees and the actual doing of work.

At this writing there are two hundred Boys Work Committees of as many clubs on record at International Headquarters, many of them already accomplishing much for their boys.

But being keenly desirous of having all of the clubs functioning in Boys Work, International President Adams has written the following letter to stir to action those clubs which have not been heard from:

MY DEAR FRIEND PRESIDENT:

In outlining the program for the work for Rotary this year, I said:

"Boys work is the most appealing work, the work with the greatest possibilities, ever undertaken by Rotary; the work that carries on year after year, and the work that gives a challenge to the best that is in us of brain and heart."

The Board agreed with me, and, as far as I've ever heard, every Rotary club has agreed with this.

I am sure that you agree with it, if you have thought it thru, and that you have realized the truth of what I said.

The field of boys work is so large and the opportunities for service so many that even with all the splendid agencies now at work in it, the surface is hardly scratched.

You clubs who haven't undertaken any work—what are you going to do about it? We are going to push to the utmost this work and are not going to let up for one instant until every club goes in the boys work to the limit.

Walter Strong tells me that not quite forty per cent of the clubs have reported the appointment of a boys work committee. Is your club one of them? If it is, before you do another thing, appoint that committee! Then write Headquarters the name of the chairman and then get that committee on the job and every member of your club right back of the committee.

We tackled this job with our eyes open; it wasn't wist on us. It is the biggest and best job we have ever tackled, and for the sake of the kids who need our help, encouragement and inspiration, for the fun and the satisfaction we, ourselves, will get out of it, and for the everlasting glory of Rotary, LET'S GO TO IT AND PUT THE JOB OVER ONE HUNDRED PER CENT.

Rotarily yours,

BERT ADAMS,

President.

When Bert's letter has duly taken effect it is expected that every club in Rotary will be represented on the card list of Boys Work Committees at International Headquarters.

Reports From the Clubs

Items of interest have come in from many of clubs, the following being typical:

NEWTON, KANSAS (7,600 Population.)

Chairman Rudolph Goerz reports that he has asked each one of the club members upon some of his six sub-committees:

Big Brother, Public Schools, Boy Scouts, Y.

M. C. A. Vocational Training and Guidance, Parks, Playgrounds and Sports.

STOCKTON, CALIFORNIA (35,000 Population.)

Chairman Samuel Kahn writes that by unanimous action at a recent club meeting it was decided that each Rotarian should "adopt" an "underprivileged" boy and provide him with a Y. M. C. A. membership and an annual subscription to the "Boys Magazine." To gather the names of the boys inquiry was made by the ministers, the superintendent of schools, the probation officers and the Salvation Army.

COSHOCOTON, OHIO (11,000 Population.)

A case of boy service which pulls on the heart strings was reported by President George Mitchell. "We had a case where a little fellow could not see and we found that he was going blind due to the need of glasses. This matter was given our prompt attention and he is now enjoying glasses and good vision."

SURVEY OF BOY LIFE—OKLAHOMA CITY
ADVISED OKLAHOMA CITY ROTARY CLUB

Name	Address
Work	President
Father Living	Wife Living
Deaf Parent	Other Home
Alcohol	White
It Has	Why
Work	Full Time
Render Financial Aid to Family	
How is Money Spent	
Recreation: Theatre	Pool Hall
Other Forms	
Member of Club	One Name
Amount of Money Spent for Recreational	(OVER)

MISCELLANEOUS INFORMATION

How Does Boy Spend Leisure Hours After School

Class of Boy's Working

Does Boy Use Tobacco

Health: Good—Fair

What Does Parent Recommend to Make Oklahoma City Better Place for Boys?

Other Remarks

Date Information Obtained by

Front and Back of Card Form Used by Rotarians of Oklahoma City in Making Boy Survey of That City

SCRANTON, PA. (140,000 Population.)

Chairman Alfred Bevan reports the raising of nearly \$25,000 to cover the budget of the Boy Scouts for the next three years, also the raising at one of their luncheons of \$600 for use in ministering to crippled children and those suffering from poor eyesight and other physical defects.

BOSTON, MASS. (750,000 Population.)

Chairman Countway of the "Big Idea" committee sends word of the progress of his committees work of aiding boys to secure high school or preparatory school education. The work was commenced at the close of September, is supported by contributions of members of from 5c per day up, and on the first of November twelve boys were being assisted; 7 in high school; 3 to pursue in night school courses of assistance to them in their work; 1 in a boys' school, and 1 is being aided to take a much desired farm school

course, the outdoor work of which is needed to build up his health.

OKLAHOMA CITY, OKLA. (83,500 Population.)

Chairman Lane of Boy Life Survey Committee writes: "We have completed the educational work and have not begun taking the actual house to house survey. The city has been divided into four districts, each of which is in charge of a chairman. Each block in his district will be in charge of either a Rotarian or one of the city school teachers. Cards, 5x8 inches in size, have been printed asking for the information that we desire and one of these cards will be made out for each boy found."

"At the conclusion of the house to house survey, will begin the work of the Investigational Committee which will undertake special survey work, including such places as pool halls, theaters, dance halls, schools, clubs, etc."

"Our entire Boy Life Survey is divided into three main divisions as follows: Educational, survey, and investigational survey. Each of these sub-divisions has its own chairman who is a member of the Executive Committee of the entire Boy Life Survey of the city."

SIoux CITY, IOWA (62,000 Population.)

Chairman Robin Hamilton reports having under way "a general survey of the big field in an endeavor to find where we can be most useful." Incidentally, they have pledged themselves to find 25 to 35 additional scoutmasters.

NEW ORLEANS, LA. (360,000 Population.)

Chairman John Suarez reported interesting details of plans for a thorough Boy Life survey of New Orleans and submitted some excellent special forms drawn up by the committee for gathering the statistics desired.

EVANSVILLE, IND. (71,000 Population.)

Chairman William Ehrich writes of a very interesting and well organized effort of the nature of Big Brother work for a pickt group of thirty underprivileged, fatherless boys between the ages of 12 and 16 years, each of whom "is not living under proper environment and is neglected in every way thru the mother's want of ability and understanding to look properly after the boy." What an opportunity for service!

It is a part of the plan to give these boys the close, personal attention of Rotarians and the committee in charge drew up a very good form record sheet for use in keeping track of the boys and noting changes in their condition.

Big Brother Work

One of the most interesting and valuable means of helping boys and giving them practical encouragement toward better things is thru Big Brother Work. Every city ought to have a well organized work of this kind in operation for each of its various classes of needy boys, and particularly its delinquent boys and boys in unhelpful environments.

For complete information concerning Big Brother work and how to carry it on write to Rowland C. Shelton, General Secretary, Big Brother Movement, 200 Fifth Avenue, New York City, New York.

THE ROTARIAN'S OPEN FORUM



These columns are open to the readers of the magazine for the discussion of questions of general interest or vital import. Contributions should be brief. Being expressions of individual opinion they are presented without approval or disapproval.



Plan Offered to Keep Clubs Small

DUE to my belief that an over-sized Rotary Club is unwieldy, hard to interest and manage, and is therefore a detriment rather than an asset to International Rotary; and to avoid the necessity of having clubs learn this from their own painful experience, I suggest that:

With proper authority the International President appoint a committee to investigate the following idea and arrive at definite conclusion thereon, and that their findings be put in the form of a resolution to be past upon by the next succeeding International Convention.

That by rule of the International Association or by general understanding and consent, the percentage of Rotary club membership in relation to population and the maximum percentage of associate members to active members be established.

The following is an example, which may serve as a working basis:

For town of 5,000 population or under, that the maximum percentage of active members be 1% of the population, and that in towns and cities of greater population the percentage become gradually less until we reach cities of 500,000 and over the percentage will have reduced until it stands at (5/100 of 1%) .05 (250 in the case of the 500,000 cities) and that the maximum number of active members to any city regardless of size be 500.

As to associate members I would advocate the following maximums:

In towns of 10,000 or under 100% of the number of active members.

In towns of 10,000 to 20,000, 90% of the number of active members.

In towns of 20,000 to 30,000, 80% of the number of active members, and so on until we reach cities to 100,000 where the percentage would be 10%, which should remain the maximum percentage that the total number of associates should bear to the total number of actives for cities of any size above 100,000. All of this to be subject to the appropriate provisions now contained in International Association's Standard Constitution & Model By-Laws.

Edwin C. May Rotary Club of Pittsburgh, Pa., Governor of Sixth Rotary District.

Progress Made in U. S. A. in Physical Education

FIVE American states, Maine, Michigan, Utah, Washington and Oregon, have past laws, in the last few months, providing comprehensive courses in physical education for all children in the elementary and secondary schools.

Citizens and the Law

What is our duty as law abiding citizens?

1. A change from our indifferent attitude for the law to a respect akin to reverence.

2. A determination to permit no disparaging remark or reference to law go by unchallenged and uncorrected.

3. To uphold in every possible way the dignity of the law and in all ways live up to its mandates.

It is not enough that we ourselves be law-abiding, but that we do our utmost in having others entertain a like respect for our laws.

—Omaha (Neb.) Rotary Weekly Whirl.

These courses include instruction in the principles of healthful living and directions in health giving, body building, physical activities, including setting up exercises, sports, games, etc. Other states which have past similar laws are New York, New Jersey, Maryland, Delaware, Illinois, Rhode Island, Nevada and California, making thirteen in all which have laws providing compulsory physical education in the schools.

Commenting upon the action taken by the various legislatures of these states, E. Dana Caulkins, general manager of the National Physical Education Service of the U. S. A., says:

"The people of the U. S. were shocked by the announcement that only two-thirds of the men examined under the draft law were physically qualified for full military duty. Extensive surveys made by the service have demonstrated conclusively that more than one-half of the school children of the country are suffering from serious physical defects. Legislation of this sort means great progress in the direction of measures to conserve and develop physical fitness of the youths of the nation, and undoubtedly springs from a new public consciousness of its fundamental importance.

"The National Physical Education Service represents the combined efforts of more than thirty National Child Welfare and Physical Education agencies for the promotion of legislation which will meet the new demands for the physical education of our children. It must be clearly understood that progress in the activities of peace, as well as security against the devastation of war, demands that the promotion of the physical fitness of the youth be undertaken as a public responsibility. We can no longer depend upon the hit or miss efforts of the too often neglectful parents. The safety and progress of

the state, as well as the interest of the child, require public provision for insuring to every individual an opportunity for the best possible physical development."

In a recent letter, Mr. Caulkins stated that Rotary had played an important part in the progress made to date. The purpose of Rotary to continue this effective assistance is indicated in the following resolution which was unanimously past at the Salt Lake City convention:

WHEREAS, The National Physical Education Service of Washington, D. C., has been established as the active agent of more than thirty national welfare, civic, and health organizations to promote the enactment of legislation to make it possible for all young people between the ages of six and eighteen to participate in the benefits of physical education; therefore,

It Is Resolved, By the International Association of Rotary Clubs, assembled in its Tenth Annual Convention, that the attention of Rotary Clubs throughout the world be called to the urgent need for progressive action in the promotion of physical fitness, and the International Association of Rotary Clubs hereby pledges its cooperation with the National Physical Education Service in the United States and with similar agencies in other countries in its or their campaign for the promotion of physical fitness, and recommends that each Rotary club take whatever action may be appropriate to promote local united effort toward this end.

Is there in your state an adequate law giving every school child the opportunity for health and well-rounded physical development along with the proper mental and moral training? If not, what are you, as a Rotarian, doing to help remedy this condition? The National Physical Education Service, 308 Homer Building, Washington, D. C., will be glad to suggest a way in which you can be of most help in promoting physical education in your state.

Fleece or Fleeced

"THE Golden Fleece when sought for by Jason was a trespasser on my land. The Garden of the Hesperides was just around the corner from my place. The Ten Thousand in their famous retreat may have taken a short cut across my golf links."

The speaker had been introduced to me in Paris by my friend, Colonel Golouber, the head of the Russian Red Cross. "My friend," said the Colonel, "is a man of great influence in Georgia."

"Georgia," said I, and thought Atlanta, or perhaps Savannah. But that wasn't the answer. This Georgian didn't speak English, and, what was more, didn't think English, so his statement to me in French, as shown above, was in response to my inquiry for some definite information re-

regarding his Georgia. Furthermore, I learned, that "befo' the war," he was the owner of some 8,000 acres, rich in minerals, forests, and other natural resources.

China can feed the whole world, just as soon as she feels the need of labor saving machines and devices not only for her land but for her industries.

Czecho-Slovakia is just beginning her new national life after three hundred years of oppression and hampering limitations of all kinds.

Persia with a background of forty centuries is mindful of the fact that Cyrus the Great ruled the then world and is looking for another ruler in the realm of commerce and industry today.

Other new democracies are feeling the stirrings of new national life, which means commercial and industrial progress, plus their old traditions of noblesse oblige.

Work for Rotarians

Fittingly the wheel has been chosen as the symbol of the Rotarians. Will it be that of blind fate, left to chance, or will directing energy move its chariot forcefully forward to its desired goal? Fleece or fleeced?

This new life among the world nations need the Rotarians to help them solve their commercial and industrial problems. The Rotarians need the new world. Mutuality. The nations need honesty, push and resourcefulness, traits which are characteristic of the "order of the wheel." Nations, like individuals, do not and cannot live unto themselves alone. We are all in the crucible and each nation is being assayed.

There is no reason why America should not establish a commercial hall mark for the world. But, and it is a big one, American Rotarians must help make their bit in the national mosaic perfect, so that the world mosaic shall also be perfect. The United States has been pushed out into the current of world movements. This fact cannot be ignored or brushed aside. It must be reckoned with. It has come to stay.

Jason went after the Golden Fleece and got it. Today the Golden Fleece comes to every Jason in the United States, who has the grit and determination to be one-half of one per cent in advance of the crowd.

"Tell me what you consider a valuable contribution of the Y. M. C. A. to the American soldiers in Europe during the Great War?" I asked a big business man.

"Well," he said, "I'm a business man, so naturally I dug into that side of the organization. I found \$20,721,332.40 had been taken in thru the 'Y' in Europe for remittance to someone over here; 337,055 remittances had been forwarded with a loss of .07 of one per cent. That's a record of which our biggest bank or any of our princes of commerce could be proud. Somebody told me the other day that the 'Y' was going to have a convention next month, and I said to myself, 'that's an event I can't afford to miss. You'll find me there if the local association of which I am a member will send me as a delegate.'"

Business and "Y" Convention

"That's a little puzzling to me," I continued, "that you, a business man, should be interested in attending a 'Y' convention. Would you mind embroidering this theme a bit?"

"With pleasure. The fact that I am a business man is the principal reason. The highbrow

Theodore Roosevelt

A SICKLY youth and handicapped with wealth,

By sheerest force of will he sturdy grew,

And trained his mind to virile strength which few

Have e'er excelled. He wrested rugged health

In outdoor life upon a ranch. With open soul

He won those higher triumphs all commend.

As hunter, warrior, author, statesman, friend

Of man, his strenuous life hath paid full toll.

He nobly practiced what he preached so well;

Heroic courage fired his heart and hand For justice, right, and his beloved land—

And he was fighting when at last he fell: And thus burned out his pregnant three-score span.

Yet still liveth Roosevelt, American!

—Wm. Burdette Mathews, Rotary Club of Charleston, W. Va.

talks to me about America being a melting pot. Incidentally I think there's too much fire, and too big a pot, but 'be that as it may,' as our H. B. friend would say, I've got to get into line with what the world—not a part of it, like France or Italy—is thinking and planning to do along lines of trade and business.

"I'm too busy to read big books of scientific treatises on the subject. They're pretty cold anyway, by the time I get around to them. I've got to have mine hot from the bat. I can't afford the time to go to Europe and get my information at first hand.

"A chap planted a seed thought in my mind the other day when he told me that the books in the Foyer branch of the 'Y' alone were issued in some 37 different languages and dialects. That's some melting pot for written ideas. I want a melting pot of spoken ideas. That's why I'm going to the Detroit convention, for I know that no organization like the 'Y' can have worked with such a variety of people without gaining some knowledge of the way they think and act."

"But this is not a business or a trade convention. How will discussions on mass athletics, canteens, educational, and religious work interest you? I'll grant that they won't do you any harm, but how will they help you in your business?" I persisted.

"You will admit," he replied, "that there is a psychology of business—whatever that term means. Many of my friends think that it's a new kind of breakfast food! Frankly I don't expect to learn at Detroit new methods of merchandising, freight rates, trade routes, and so on, but what I do want to get, is an idea of what the new nations over there are thinking about, particularly since so many of their lines of thought are absolutely new, due to the changes of the great war.

"I'll do my own thinking, but I do want to

know what and how other people are thinking. That's what I'll learn at the 'Y' convention at Detroit. Then I'll come back to my desk with a new line of thought, which will give me the basis for its practical application in my own particular business. So, not in the language of the High Brow, 'me for Detroit,' see?"

"I hope you have no copyright on this line of talk." I said in leaving.

"No", he replied, "It's an open season for thinks and things."

William H. Tolman, Délégué Union Française.

A Lesson from France

LET us accept this as our thought, "Everything begins and ends with God," and let us consider ourselves as His agents, working out for Him and with Him in the true spirit of service to the lesser members of society, a true conception of every problem we meet; understanding that it is our duty to find the truth, and having found it, live and act it in our business lives, let the consequences be what they may.

I am more than pleased with my trip to Europe. I saw the battlefields and you cannot picture them. I have seen the people of France, shabby, genteel, trying to brave it out.

I visited Rheims and Chateau Thierry and Soissons with two wonderful people, a French lady and an American soldier. This soldier has gone back to France to live. He went over there in 1914 and was cited twelve times for heroic service, and at Soissons we found the reason for his last cross.

She was an old woman past seventy, living now in a goat pen. He lived with her before the city was attacked, and when it was evacuated the first time, she was among the missing. He went back with buildings falling around him and shells dropping everywhere, and brought her out on his back.

France loved this lad, and if you had seen that old woman's face when she saw him you would understand why I considered him the greatest Rotarian of us all. There is another and more wonderful tale of service rendered that I will save for a future time.

I am not interested particularly in what the soldier did as a soldier; I am interested particularly in what he did as a man, and so I say: Keep your manhood ever on the watch, and let men say of you, "It must be wonderful to be a Rotarian."

Tom Sheehan, Governor Third District, Rotary Club of Jersey City, N. J., in a message to his district.

An interesting movement is the formation of a colony of young British officers to develop the Del Rio estate, in Mexico, just across the American border. The enterprise is stated to be under the direction of Brigadier-General A. C. Critchley, C. M. G. D. S. O. of the Royal Air Force. One hundred British officers have been selected from a thousand who answered an advertisement inserted by General Critchley in English newspapers, and they will be trained for one year in the raising of corn, cotton, wheat, alfalfa, and fruit, and also in cattle and horse raising. At the end of the year the officers will take up portions of the estate on their own account, and install stock and machinery.

The vision of Rotary is as many sided as there are Rotarians. In this Department appear the thoughts of different Rotarians concerning Rotary in its many aspects and in its application to the affairs of everyday life.



THE VISION OF ROTARY

He Profits Most Who Serves Best

Tolerance and Rotary

TOLERANCE and broadmindedness are terms synonymous. We cannot enjoy Rotary and its principles, which, by the way, are much older than Rotary, if we have not tolerance.

Your own children differ from one another in their aspirations, prejudices and ambitions. How can you expect all members of a club to live their lives in exactly the same way. Members of the Rotary club should be clean living, clean mouthed, clean expressioned, and decent, honorable and law abiding, but it is most unreasonable to expect all to go to the same church, subscribe to the same political views, or even to have similar ideas on what is a step of progress.

When we have learned to give a member of our Rotary club a square deal in our thoughts, we have justified the existence of Rotary, and it is only a series of steps from that to tolerance of the world at large and betterment of our civilization.

Tolerance can be exemplified in many ways. No member of a Rotary club has any privilege to think and endeavor to demonstrate that he is one bit higher in prestige or dignity than his fellow member. If he feels that he is, he should cease to associate Rotarily with the other members.

Let's have more construction in every walk of life, and less destructive criticism. If you fancy your thoughts are higher, your ideas more progressive and sane, your views on community welfare more sensible than seems to be demonstrated by your fellow members, sell them to us.

You cannot exalt your virtues by everlastingly condemning our vices; you will not get a hearing and resultant action and cooperation by pointing your finger of scorn at other members.

We cannot all crowd the same highway to a worthy goal—many different paths often lead in the same direction.

Be tolerant in all things. You will never know how much better you are than the other fellow until the day of Judgment.

As to service, look around you and you'll find that most men get their lasting pleasure of this life by service for others, in every degree and kind. But no evidence is forthcoming to show that the man of inaction, the man of one view and that an extremely narrow one, ever performed any great service to his community or his country.

—Extracts from report of Delegate to Salt Lake City Convention from the Rotary Club of Medicine Hat, Alberta, Canada.

Rally Round Our Wheel

(Air—Rally round the Flag)

We will rally round our wheel, boys,
united one and all,
We've heard the call, and answered it, for
Rotary;

We will tackle any job, be it great or be
it small,
And when it's done we'll credit it to
Rotary.

So pull off your coats, boys, roll up your
sleeves,
Go to it, show the World we're not "make
believes,"

For the badge of Rotary Service beats a
crown of Laurel Leaves,
"He profits most who serves the best" in
Rotary.

From the North and from the South,
from the East and from the West
We may count to Fifty Thousand now in
Rotary;

From the numbers yet to come we must
always choose the best,
For the best alone can measure up to
Rotary.

We stand for Friendship and for Truth
in everything we do.

The Golden Rule in business may, indeed,
be something new,

But beneath Old Glory's starry folds of
red and white and blue

We pledge our best for Country—and for
Rotary.

—W. E. Ayer,
Rotary Club of Fitchburg, Mass.

The Testing By Rotary

CAN you recall the old-time forge worker, how he gauged his tempering heat by colors—dull red, cherry red, bright red, etc.—then plunged his steel into oil, water, brine, or lead bath?

Bring yourself down to this modern age of man, to the forge of Rotary where the metals of humankind are tested and tempered. Like unto steel, each man must be tempered for his part in life. With tools, as with men, the test supreme is practical service. As the file testing machine determines by the number of strokes required to wear out a file what temper is best adapted to long

wear—so does Rotary test man for service and determine how much tempering does his God-given ability need.

The every day routine of life seemed odious at times before the day of Rotary and its spurring influences. Personal comfort was our chief aim and thought until we were proven by Rotary to be selfish. Rotary the test, has made men out of material before thought useless and worthless to the cause of humanity; it has taken men and tempered them with the heat of service until they would wear and stand up under any trial, becoming dependable instruments.

Rotary is always working, always molding, always testing its members for the greater use they may become to society.

If you cannot stand the test you must necessarily be cast aside. Our age, this day, calls for strength and action and you must be prepared to do your part. Rotary will prepare you if you heed its teaching and practice its motto—SERVICE ABOVE SELF. When this becomes your guide you will have past the test and become worthy of the trade mark of Rotary, the emblem of true service and efficiency.

—Everett W. Hill,
Rotary Club of Shawnee, Okla.

Rotary in My Profession

ROTARY is the living expression of the heart's desire for more happiness, love and truth, and less hate. It is a living expression of the Golden Rule, thereby bringing about better conditions of living in the world.

This is beautifully exemplified in our emblem—the Rotary wheel of life.

The hub of the center is fashioned of Love about which all good must rotate. Radiating from this are the spokes of Truth, Justice, Charity and Fidelity. All these are bound together by the fello which is the metal of unselfish service.

Unlike the ordinary wheel, we have no tire of selfishness, but instead little projections from the rim which is the radiation of this good and kindness to our fellow men in our every-day Revolution.

Our motto: "HE PROFITS MOST WHO SERVES BEST" bespeaks strength and magnitude for the Rotary club and its members in every locality. Any organization which has for its foundation these divine principles of Rotary cannot help but grow and develop into the strongest kind and do a great good in any community. And any in-

dividual who will live up to the principles of Rotary cannot help but succeed.

Rotary is peculiar in that it seems to manifest itself differently in different individuals. Each Rotarian gains something different from the spirit. It is something that is applicable not only to your business but to every phase of life. It is applicable in your home. It has helped me to have a broader and different view of life.

Most every man has the desire in his heart to do good but Rotary gives you the working tools and shows you the real joy of doing things in a bigger and broader sense. Then this useful service renders happiness not only to yourself but to those with whom you come in contact.

Rotarians may be compared to the orange trees in a young orchard. Some mature very early and bear delicious fruit. Others have to be cultivated, watered and pruned—yes, and even disinfected—before they bear fruit. I acknowledge being probably in the latter class. But I have hopes that with the continued absorption and application of Rotary that I too, may bear fruit and good fruit, and be of more service to my country and my fellow men.

Rotary has made it easy for me to solve many vital problems in my profession. I say "vital" because we have to deal not only with material things but with life itself. There is no vocation where the Golden Rule is more applicable than ours. There is no man who has a bigger and easier chance of being dishonest than a doctor. Therefore, we who are trying to do conscientious work believe that before contemplating any operation it is well to place ourselves in the patient's position before making any decision.

One of the hardest things I have had to overcome in my profession is to be able to give good for evil. For some unknown reason there seems to be, I am sorry to say, more or less envy and jealousy in our profession. But when one stops to realize that good can only reflect good and that evil cannot enter where good prevails, then this thing is no longer a worry. Therefore, I am glad to be a Rotarian and glad of the opportunity to mingle with men who are genuine.—*Dr. R. A. Terry, Rotary Club of Long Beach, California.*

Definitions of Rotary

A body of men whose members believe in service, teach service and practice service in its broadest possible sense.

—*N. W. Kellaway, Los Angeles, Cal.*

Rotary is a betterment of the individual, of his business and profession ideally and practically, and of the society in which he lives.

—*Earnest Ingold, Los Angeles, Cal.*

The Man Among Men

THERE have been times when we all thought we had a capital idea—an idea capable of expansion. When we tried to express ourselves we failed to convince our hearers and we sat down disappointed. After several such experiences we began to doubt the possession of an idea worth while, then, finally concluded it was impossible to give birth to a big thought and all we really ever had were false pains.

What I have in mind at this time is Rotary's part in recognizing and developing the man among men. One of the functions of school and church is to make you a man. One of the functions of the Rotary Club is to make you a *man among men*, and it gives you the opportunity to

prove it. There is a fine shade of meaning between a man's man and a man among men. The man's man may be nothing more than a good fellow, but a man among men is a prince among men.

There is a broad distinction between the man among the ladies and the man among men—the one is more or less temporary, the other may be permanent. Even if age creeps on and saps his strength once a man among men, always a man among men. But the man among the ladies is circumscribed both in range and time.

A Great Compliment

One of the greatest compliments that can be paid any man is to have his fellows regard him a man among men and the man entitled to this compliment and not receiving it is as unhappy as the woman who is "All drest up and no place to go." If ever two people need one another, that man and that woman need each other.

When you have been out in the world long enough to find yourself, when you have organized and developed your own business and proved your

This Is Rotary Day

(Air: *Beautiful Ohio*)

Tune your voices up and let them ring out clear,
While we come together for a song of cheer,
Let's be glad to say
This is Rotary Day.
Never be a grouch and play the knocking game,
Boost the other fellow—he will do the same,
Then we will say that we sure are glad to be
Members of Rotary.

—*D. A. Bollinger, Rotary Club of Seymour, Ind.*

worth, when you have assumed some of your civic obligations and have felt that you could grasp some of the social or industrial problems around you, then it is that a something within you yearns for recognition. Perhaps the philosophers would call it the cosmic urge, but whatever it is that something takes possession of you and you want your fellowmen to recognize in you those qualities that make a *man among men*.

Every true Rotarian deserves that distinctive compliment. How can you be the representative head of your business and practice Rotary principles and not be entitled to such an honor?

Many who have proved by their worth the right of such recognition pass thru life without it, many are recognized by only one or two of their most intimate friends, while only a few receive the compliment they deserve.

It is only a few short years and all is over. Man never travels the same road twice, so the little while he is here he is entitled to all the satisfaction and enjoyment that such a recognition brings.

Living Two Lives

You remember the thrill you had when you read "The Wreck of the Prairie Belle." That Mississippi River steamboat was on fire, the flames licking up the sides of the pilot house

and Jim Bludso at the wheel making for shore, the frantic passengers calling to Jim to save them and thru the flames comes his reply,

"I'll hold her nozzle agin the bank
'Till the last galoot's ashore."

And he did by paying the supreme sacrifice.

Jim Bludso's only religion was that he would never flunk and he would not lie, but the average life has no crisis to bring to the light the things worth while.

Why is it so many of the deserving lose what is their due!

The business man lives two lives, his home life and his business life. It is often impossible to reconcile the two. Only a few can know the home man; the world knows only the business man, knows him in his every day life as he is grinding at the mill of life's routine.

The world never knew the oyster was delicious until some one pried open or broke thru the shell. Because the world will not take the trouble to break thru the crust that is prone to grow around the business man his best qualities may remain undiscovered.

The Rotary Club not only enlarges your vision and promotes acquaintances, but tries to break thru this crust and enable you to reveal your real qualities. The Greeters Committee stands at the door and with a hearty hand grasp and a call by your first name it makes you leave your crust—your surplus dignity—outside with your hat and coat. The Ways and Means Committee have you stand on your feet and express yourself about your own business, or the other man's business, and undertakes to bring some of your hidden qualities to the surface where your fellow members can see them.

You must be able to show your real self in order to get this distinctive compliment. The Rotary Club gives you the opportunity. It is for you to reap the benefit.

—*Fred Everett, Rotary Club of Seattle, Wash.*

Rotary Friendship

From the many articles published, one gathers that the writers deal with the higher, or one might say the spiritual side of Rotary, and seem to lose sight of the practical side, and it is this last phase of Rotary that has helped to make it what it is.

Now, Rotary as a world-wide movement, is one of the most wonderful that has ever been instituted, and its success and growth have exceeded all expectations. And the end is not yet. Rotary has a mission and a place in this world's affairs, and if we are careful will go down to future generations as one of the big movements.

Now what is a Rotarian? To my mind a true Rotarian is a big brother, and I think the originator of Rotary had one great idea, and that was Friendship. For when you sum it all up, why do we join Rotary clubs?

My answer is: To make friends; to become socially acquainted with our neighbors in business, so that one may know the other and call him Friend; to forget for a time our own line of work and endeavor, and to become educated in what our neighbor is doing and how he performs the many wonderful deeds which go to make up this great business world of which we are a part.

—*Highland Park (Michigan) Rotary Fellow.*

News of the Rotary Clubs

International Rotary At Work

By James H. Butler

IN Chicago, at a luncheon meeting of the Chicago Rotary club recently, there was written the final chapter in a story of international service that every Rotarian can take pride in. In it Rotary reaches a helping hand from the United States to Armenia and back by way of England.

Five years ago, Rotarian Bill Mason of Chicago, had in his employ John Hovivian, an Armenian who had come to America leaving a wife and three children in the old country. Mr. Hovivian had become Americanized. He wanted to become a citizen of this great country, so he declared his intention.

He desired to bring his family from Armenia to America. He sent the necessary money thru an Armenian forwarding agent to attend to the matter of bringing his wife and three small children to the land of the free.

His family left Armenia and after numerous delays arrived in Liverpool, England, where this forwarding agent took charge of them. This agent saw an opportunity of making money out of the transaction, having learned that Mr. Hovivian was earning good wages in America, and sent only the wife and one child to America. He kept two of the children in Liverpool, giving as a reason that they were not in physical condition to resume the trip and collecting a goodly sum each week from the father in America. Mr. Hovivian willingly sacrificed a large part of his wages for the care of the two children stranded on the other side of the ocean.

This forwarding agent collected the charges for about three months, when Mr. Hovivian called the matter to the attention of his employer. Now, Bill Mason is a Rotarian. Bill does not make many speeches, but he lives and breathes Rotary, not only at Rotary meetings but every day in his business.

When Mr. Hovivian told his story it did not take Bill long to think of International Rotary, so he at once wrote to Augustine Ried, who at that time was secretary of the Liverpool Rotary Club, asking him if the Rotary Club of Liverpool would look into the matter, take care of the children, and attend to them properly.

The Liverpool Club gladly consented, placed the children in a good home until such time as their physical condition would permit their resuming the trip to America. However, before they could be sent to America, war broke out and they were detained in Liverpool, as the risk of sending them over was too great and the steamship companies would not take any children unaccompanied by parents.

Under the watchful care of the Liverpool Rotary Club, these children were kept at a home in Liverpool where they received medical attention, clothing and schooling, at a cost far less than they would have been to their parents if they had been in this country. I understand the costs were only about fourteen cents a day.

They were visited regularly by Rotarians during their stay in Liverpool. They learned to

read and write the English language and progress wonderfully in their other school training.

What a tremendous relief it must have been to the father to know that friends were looking after his children in that far away country. The children sailed from Liverpool on the steamer Haberford on Wednesday, the 22nd of October. The Liverpool Rotary Club attended to the details and saw them safely off to meet the remainder of their family.

When Bill Mason was notified that the steamer would land the children at Philadelphia, he wrote to the Philadelphia Rotary Club, and asked its members to look after the little travelers. The Philadelphia Rotarians were glad to render the service. They took charge of the children upon their arrival, and saw them safely aboard a train bound for Chicago.

A delegation from the Chicago Rotary Club accompanied the parents to the railroad depot in Chicago, to meet the children. The whole Hovivian family attended the luncheon meeting of the Chicago club the following Tuesday. It was an experience that neither they nor any of the Rotarians present will forget.

BILL HESS, ROTARY DENTIST OF SAVANNAH, Ga., has returned from overseas. Herman Lang, who gave his services to Uncle Sam during the World War, has come home. Judge Chas. N. Feidelson, who made a wonderful record as Secretary of the Savannah Club for several years, has become manager and editor of The Wilmington (N. C.) Star. C. Seymour Thompson, the new secretary made a great hit on his first meeting and bids fair to be a worthy successor to Judge Feidelson.

UPON THE RECENT RETURN OF HARRY LAUDER to the United States one of Rotary's noble poets, Rotarian Dr. A. Grant Evans, of the Santa Barbara (Calif.) club wrote some verses about him. They made their debut at a recent luncheon of the Santa Barbara club.

ROTARIAN J. GRAHAM REECE, OF LIVERPOOL, "happened" in at the "Continental" during the recent Paris Motor Show along with five other



The slender publisher of The Raleigh Times, of Raleigh, N. C., Rotarian John A. Park, is shown on the right all dressed up with his pack of newspapers ready to experiment with the airplane delivery service. The aviator on the left is Lt. H. G. Runser, an ex-army flyer. A number of flights of the newspaper delivery were made in this manner altho little John Park didn't go on all of them.

Rotarian T. C. Pease, of Pittsburg, Kansas, snapt in Lawton, Oklahoma, on his way to Roswell, New Mexico, by auto as one of a party after good roads convention for Pittsburg in 1920.

They got it.



persons. Conversation revealed to him that they were Rotarians Buford of the London, Mackle of London, Prestwich of Brighton, and Morgan of Bournemouth.

MEMPHIS, TENNESSEE, KNOWS WHERE ITS talent and ability lies when it picks out a mayor and vice-mayor and fire and police commissioner from the Rotary Club of that city. Rotarian Rowlett Paine was elected mayor, and Rotarian John B. Edgar vice-mayor and fire and police commissioner.

CUPID HAS RECENTLY DIRECTED HIS DARTS AT the directing heads of the Morris (Ill.) Rotary Club. Secretary Herbert E. Sparr, back from overseas service, found his bride either on the way to or home from France. President Harry E. Brown married the girl he left behind when he responded to the call.

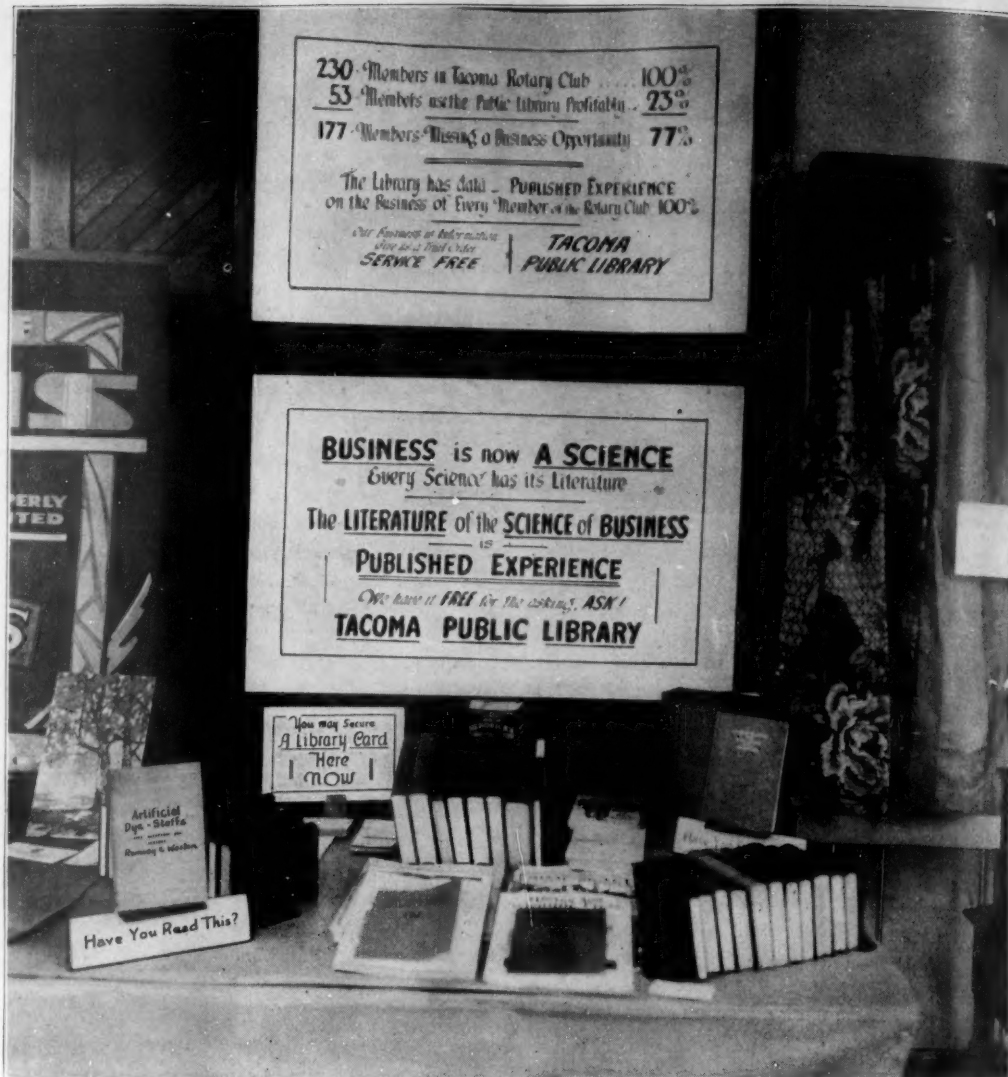
PRESIDENT F. J. BROWN OF THE ALBANY (GA.) Rotary Club recently had his office destroyed by fire and, along his own personal effects, his Rotary files and correspondence also went up in flames. He has obtained a duplicate, however, so that now he has his Rotary matters as well as his business affairs in shape again.

ALL ROTARIANS WILL SYMPATHIZE WITH Rotarian George T. Blamer, sergeant-at-arms of the Independence, Iowa, Rotary club, in the tragic death of his two sons, Howard, aged 18, and Burton, aged 14, who died from exposure in the Wapsipinicon river here, when their boat capsized. They were two of the town's finest young men.

FRANK E. WILKINSON, SECRETARY OF THE Rotary Club of Newark, N. J., has been forced to resign his secretaryship on account of ill health and pressure of business. Before they let him get out the club presented him with a loving cup.

ALEX ARMSTRONG, PAST PRESIDENT OF THE Rotary Club of Hagerstown, Maryland, has been elected attorney-general of the state, the only successful Republican candidate on the state ticket.

Rotarian Edward I. Edwards of Jersey City, N. J., Governor of New Jersey. He is president of the First National Bank of Jersey City and known to Rotarians as "Teddy." He was elected in a hot campaign over Newton A. K. Bugbee, Republican, by a majority of 14,000, notwithstanding the fact that New Jersey is normally a Republican state. Teddy's election is largely due to his personal popularity. He was a charter member of the Jersey City Rotary Club, and its first treasurer. Elected on the same ticket for Boulevard Commissioner of Hudson County was George E. Blakeslee, another good Rotarian and former president of the Jersey City Club. George acted as campaign manager for Teddy.



The public library's exhibit at the Rotary Club Fair held recently by the Tacoma, Washington, Rotary Club at the high school gymnasium. Each exhibit was allowed only four feet of table or floor space, but Rotarian John Boynton Kaiser, the city librarian, managed to get away with a little more space.—See page 39 for item.

HOW TO HANDLE DELINQUENTS

Two clever plans have recently been adopted by the Rotary club of Scranton, Pa., and they were so wonderfully successful that they are past on to other Rotary clubs.

The first plan entirely removed a long list of delinquents in "dues," not by firing them out but by firing them up. President Seth W. Shoemaker, in conspiracy with Treasurer Grant L. Bell, appointed the delinquents themselves as a committee to wait on the delinquents with the member most delinquent as chairman. Neither the club nor the delinquents knew at the time that this special committee consisted of the delinquents, and each week the remaining delinquents were appointed on the same committee until the easiest way out was for every delinquent to pay up.

The other plan brought the wives of Rotarians to the front. At a recent luncheon the wives were secretly asked to be present, and the chairs were so arranged that the men did not sit by their own wives. It was a great surprise for the men to find their wives already seated at the luncheon table when they entered the room, and a greater surprise to find that they could not sit by their own wives.

A committee composed of William H. Hagen, Leon A. Smith, Arthur L. Weeks, Daniel J. Reese and their wives engineered the ladies' session.



John Sell, assistant secretary of the Rotary Club of Pittsburg, Kans., taken at his desk shortly after the president had appointed him to this position for the express purpose of telling all the world what the Pittsburg Rotarians were doing.

HOUSING IN SCOTLAND

The importance of national economy and the better health of the people under proper housing conditions was the subject of an address given by J. W. Pratt, M.P., Vice-President of the Scottish Board of Health, at the weekly luncheon of the Glasgow Rotary Club.

Mr. Pratt spoke of the overmastering need for public and private economy. His opinion was that there was an immense amount of private as well as public waste of money going on.

(Continued from Page 36)

Grand Rapids

The City of Industry



Pantlind Hotel

550 Rooms European Plan
A Perfectly Appointed Modern Hotel
Delightful Atmosphere — Maximum
of Comfort at Minimum Cost
Travelers say that no hotel in America
gives more comfort or better service.

Pantlind Hotel Company

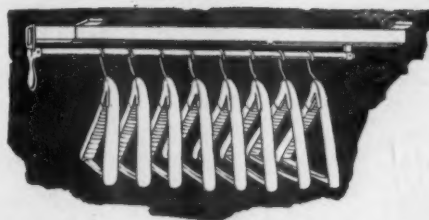
Operators
Grand Rapids, Michigan
Fred Z. Pantlind, Rotarian

I wonder if
there are any
Printers that read
THE ROTARIAN
who would buy Print-
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ADZIT?
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For Homes, Clubs, Lodges, Apartments, etc. KNAPE & VOGT

Garment Care System

Space Saving — Sanitary — Practical

The increasingly popular NUWAY garment carriers have been given a new name. Hereafter they will be known and advertised nationally to the people of America under the more appropriate and descriptive title of the Knappe & Vogt Garment Care System.

We bespeak the continued good will and patronage of the host of Rotarian customers who have come to us through our monthly notice on this page.

Their attention is invited to our page advertisements in Good House-keeping Magazine, Architectural Record and American Builder, com-mencing early in 1920 and appearing regularly throughout the year.

KNAPE & VOGT MFG. COMPANY
Grand Rapids, Michigan

E. J. Vogt, Rotarian

STEEL CUPBOARDS



Adaptable in all offices for Records, Stationery, Office Supplies, Tools, etc. Has adjustable shelves with or without Vertical Dividers. Service and Superior Quality, at reasonable prices. Also a complete line of Steel Lockers, Wardrobes and Shelving. Write for catalog.

A. C. Terrell
Rotarian

**TERRELL'S
EQUIPMENT
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GRAND RAPID
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"NEW WAY" Store Equipment

Saves room, enhances the
beauty of the store and
allows you to serve more
customers in the same space.

That also means fewer sales-
people and less "overhead."

Look into New Way.

Display Cases—Wrapping Stations
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Write for Catalogue

Grand Rapids Show Case Company Grand Rapids, Michigan

Branch Factory:
LUTKE MFG. CO., Portland, Ore.

Branch Offices and Salesrooms:
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1465 Broadway at 42nd St. 215 S. Market St.
PITTSBURGH ATLANTA
996 Uninn Arcade Bldg. 431 Candler Bldg.
KANSAS CITY, (Mo.) DALLAS
607-08 Ridge Bldg. 401 Insurance Bldg.

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JONES BROS. & CO., Ltd., Toronto, Canada



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Hall's Safe Company

Sole Manufacturers of

Hall's Patent Safes

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Hotel Sinton Cincinnati

Home of the Cincinnati Rotary Club

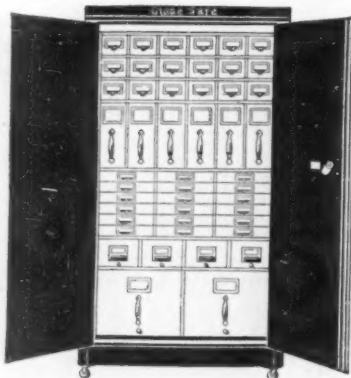
We've learned a lot from Rotary, including the generous sharing of Rotary Hospitality, Rotary Co-operation and unwavering consideration for all Rotarians.



Management, Rotarian John L. Horgan

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Changeable interiors in sections provide any kind of filing device wanted.

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The value of business records is seldom realized until they are lost. Guard against this possibility. Install a Globe Steel Safe in your office. Call at the Globe-Wernicke Branch or agency in your city or send for catalog.

We Decorate for Any Event

Expositions, banquets, gatherings of any nature—it makes no difference—we are prepared to plan and execute all decorations.

Large or small, far or near, we will gladly furnish approximate estimates upon request.

Decorative
Rotary
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We Manage
Expositions



We will assume all details in connection with the successful management of all kinds and sizes of expositions in any part of the country.

If your club, lodge or organization is contemplating holding an exposition, fair, bazaar or like function, get in touch with us at once.

Plastic Compo Panel
14 x 30 inches, \$3.50
With name of city
and Club number
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PACKED CAREFULLY—SHIPPED PROMPTLY

Rotarian George E. Fern

1252-1254 Elm St., Cincinnati

Official Rotary Decorator



The Howard System mile post sign service costs but a few cents per day. Write for rates.

Address KENNETH HAUER, Rotarian,
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The Home of Three Thousand Factories



Cincinnati Has a New \$10,000,000 Power Plant Ready to Serve Great Industries

Foreseeing a tremendous industrial expansion for Cincinnati we built a mammoth power producing plant which is delivering low-cost power to the community's big manufacturing plants and gigantic industries.

We **realized** Cincinnati's important manufacturing and marketing advantages of central location, good labor conditions and nearness to vast supplies of raw materials. We were confident that Cincinnati, while leading the nation in many industries, still had room for more.

We are **now prepared** to supply dependable electric power in quantities sufficient to meet all demands. Industrial enterprises planning to locate in Cincinnati have the assurance of an **ample supply** of power in addition to the many other advantages.

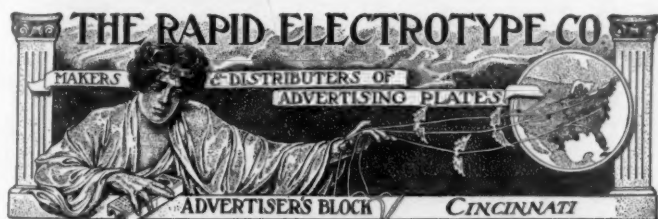
To manufacturers who contemplate the re-location of their industries we extend an invitation to visit and personally survey opportunities Cincinnati offers Big Business. If a visit is not convenient, get in touch with us. Without obligation, we will send one of our commercial engineers to give you detailed data upon industrial conditions in Cincinnati.

WIRE or WRITE H. J. HOOVER, Commercial Manager

The Union Gas and Electric Company

One of the Columbia Gas & Electric Company's Subsidiaries

Cincinnati



W. H. Kaufmann, President and Treasurer, Rotarian

A Million Line Gain

in Two Months

The Cincinnati Enquirer

had the proud distinction of publishing a **Million More Lines** of Advertising in October and November than in the corresponding period of 1918.

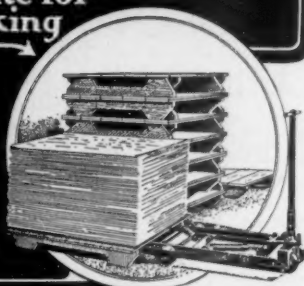
"There's a Reason"

CUT HANDLING COST

one man will do the work of five if you give him a Stuebing Lift-Truck and platforms - Write for our book **System in Trucking**

THE STUEBING TRUCK CO.
CINCINNATI, O.

ROTARIAN W. C. STUEBING



Hotels Statler

BUFFALO

450 Rooms 450 Baths

CLEVELAND

1000 Rooms 1000 Baths

DETROIT

1000 Rooms 1000 Baths

ST. LOUIS

650 Rooms 650 Baths

Rotary Hotels

Every room has private bath, circulating ice-water and other unusual conveniences. Morning paper delivered free to every bedroom. Club breakfasts.

Hotel Pennsylvania

New York—Statler-operated

The Largest Hotel in the World

2200 Rooms 2200 Baths

Seventh Ave., 32nd to 33rd Sts., opp. Pennsylvania Terminal

Roy Carruthers, Resident Manager

Sales Agency Wanted

A member of The New York Rotary Club wishes to secure Sales Agency in New York City and near-by territory for manufacturer requiring representation by experienced salesman capable of producing results, maintaining own office and organization.

Also Rotarians may arrange to establish New York Headquarters at my address for the reception of callers, mail, 'phone and telegraph messages. Our organization will take care of business and execute commissions for principals during their absence from New York.

J. KENDALL SMITH, (Rotarian)
171 Broadway, New York City

Fenton Gummed Labels

We have done two notable things in Gummed Label making that are not usually associated—raised the standard and lowered the price. We are making better labels at the same time that we are making them cost less.

Someone else's higher price may not be due to the desire for too much profit, but lack of right facilities.

No other concern has the equipment for making gummed labels of the better sort that we have—had to design some of our machinery ourselves.

Every part of this equipment means better labels for less money by cutting out cumbersome and time-wasting methods.

We say it boldly—No one else in the country can sell our kind of labels at our prices.

Fenton Label Company, Inc.

Ninth and Thompson Sts.
PHILADELPHIA, PA.

News of Rotary Clubs

(Continued from Page 32)

They had got somehow or other to bring the position back to this, that the people of this country should produce more than they should consume, and from all the signs and the evidence the precise opposite was the case.

It would be the falsest of false economy, however, not to go on with the great task of decently housing the people of Scotland. Detailing the scheme in Scotland, he said that it would be impossible in Scotland, according to expert opinion, to erect during the next three years more than 50,000 houses; it was much more likely to be 30,000, and even that was a very small contribution to the solving of the problem.

Up to the present time schemes embracing 720 houses were actually started, and Dundee was the first, he believed, to make headway. There the real difficulty was shortage of labor. The board were blamed for delaying schemes, but a certain standard had to be applied thruout the country when they were dealing with state money. He had every reason to believe that whatever schemes the local authorities brought before them would be dealt with promptly, sensibly and sympathetically.—*The Glasgow Herald.*

THE PRINCE OF WALES HAS RECENTLY BEEN made an honorary member of the Windsor (Ont.) Rotary Club.

HONOR MAINE HERO

Not satisfied with taking a part equal to other organizations in the celebration of Armistice Day on November 11th, the Portland, Maine, Rotary Club abrogated to itself the duty and honor of dedicating a public square to the memory of the first Portland boy and the first Maine boy to shed his blood upon the blood-soaked fields of France.

Some months ago the Rotary club conceived the idea that some special tribute should be paid to the memory of Harold T. Andrews, who was among the first to answer the call of his country. He sailed overseas July 14, 1917, with the 11th Engineers, and was among the first contingent of American troops to land on foreign soil. He was killed at Cambrai, November 30, 1917.

This young hero's father for many years has served the city of Portland faithfully as principal of the Butler School, which is located at the junction of two streets in the residential section, leaving a small square in front of the building. The Portland Rotary Club conceived the idea of dedicating this street intersection to the memory of Harold T. Andrews and on Armistice Day the formal dedication took place. Governor Carl E. Milliken of Maine represented the state at the ceremonies, and Charles B. Clarke, Mayor of Portland, dedicated the intersection to park purposes and named it Andrews Square. Rev. James F. Albion, D. D., member of the Portland Rotary Club, formally dedicated the square to the memory of the young hero. The celebration was the largest in New England and was conducted by the American Legion, the local post being named after Andrews.

The Rotary Club not only made an excellent showing in the parades which was nearly three miles in length, but was preceded by a handsome



Janassen wants to see you!
"The Famous Hofbrau"
Broadway and Thirtieth Street
NEW YORK

Quaintest Place in America
A Wonderful Restaurant
August Janassen, Rotarian
Branch at New Haven, Conn.

Service
MOTOR TRUCKS
Builders of Business

7 Models—1 to 5 Tons Write For Catalog
Factories—Wabash Indiana



THE TORCH PRESS

Cedar Rapids, Iowa

Fine Book and Catalogue
Printing

Correspondence Solicited.

boat and the Rotary Club disposed of more than three times as many tickets for the various entertainments in connection with the celebration as any other local organization.

The Rotary club will erect a monument in Andrews Square to further honor him.

TACOMA CONDEMNS I. W. W.

Tacoma, Washington, Rotarians have been roused by the recent I. W. W. uprisings in the West and particularly in Centralia, and recently adopted the following resolution:

"Whereas at this time there are thruout this country individuals and organizations preaching the doctrine of overthrow of the principles of democratic government and constituted authority and the substitution of anarchy, and

"Whereas there have recently occurred outrages against citizens of this country from said individuals and organizations, and

"Whereas all true Americans deeply deplore such outrages and stand unalterably opposed to such violation of law, therefore it is

"Resolved that we, as members of the Rotary Club of Tacoma, do hereby reaffirm our loyalty to our Government and pledge ourselves, both as a club and individually, to serve under arms or otherwise as we may be called upon by the governor of this state in the upholding of constituted authority and in the suppression of all attempts to defeat such authority."

The Tacoma club, as well as other clubs in that district, which have taken similar action, have sent cards with the resolutions on them to every club member to be approved of and returned to the secretaries who forward them to the governor.

A REAL SURPRISE PARTY

The Rotary Club of Pittsburg, Kansas, recently had a noonday luncheon at night and invited the ladies to attend. While they were in the reception room their escorts disguised themselves in sheets and black masks. When the ladies returned they were permitted to choose their partners from the mob of ghosts, with a fine of \$5 for anyone unlucky enough to pick her own husband. Since no one was fined it was evident that they all knew their husbands' shoes.

The Rotary club is making itself felt as a power for good in the city. Recently the members of the Board of Education requested the club to help them decide where to locate the high school building. The club also has been asked to be sponsor for the Health Nursing Association.

The Pittsburg Rotarians are always interested in good roads. Recently H. G. Nation, who is also president of the Chamber of Commerce, and T. C. Pease, and John Sell with a bunch of other good citizens started out by auto to test the roads to New Mexico. Incidentally they landed at Roswell and captured an Ozark Trail Convention for Pittsburg in 1920.

INTER-CLUB MEET AIDS EXTENSION

The inter-club and inter-city spirit was fostered and three more Rotary clubs are likely to come into being in the near future as a result of a get-together meeting held by the Hamilton, Toronto and Brantford clubs of Ontario, in the Hamilton club's quarters recently. There were visitors present from Galt, Guelph and Welland,



Ustus Covers Insure Truck Loads Against Damage

IF the merchandise which you carry to and from your factory is worth trucking, it is also worth covering. Ustus Covers provide complete protection from rain or dirt. There is a Ustus Cover in stock to fit your needs, and they are guaranteed to be satisfactory. You should have the Dafoe Eustice catalog of Ustus Automotive Products of canvas and imitation leather. Send for it today.

Dafoe Eustice Company, Inc.

Manufacturers

1203 West Jefferson Avenue, Detroit, Michigan

The Ustus Limousette

Provides closed car comfort in bad weather. Is combined with standard Ford body and top without alterations.

Eliminates inconveniences of awkward side curtains. Instantly converted into open or closed car. Gives clear vision from front or sides.



SNAP SHOT photograph of our famous American Coaster Slide in action. Will take care of one hundred and twenty-five children per minute and is a whole playground in itself. It is manufactured by the only Rotarian in the world who manufactures Playground apparatus. Write for large illustrated catalogue of every kind of apparatus.

American Playground Device Company

W. W. Huffman, Sec. & General Mgr.

Anderson

Indiana

Molle Typewriter



Save time and money by using a "MOLLE"

Standard machine weighing 11¼ lbs., unbreakable one-piece aluminum frame, universal keyboard, 90 characters.

Possesses every essential feature of larger, heavier, more costly typewriters. Three unit machine: base, carriage and action. Many troublesome parts eliminated.

The machine for both office and home. Does the work of any typewriter, regardless of cost.

OFFICE AND FACTORY

Oshkosh

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A

Rotary Emblems for Offices or Window Displays

6½ inches diameter Metal Wheels, enameled on a dark Oak Shield.

A. To hang, \$5.00

B. To stand, \$5.50

F. O. B. NEWARK

EUGENE LEFEVRE, 892 Broad St., NEWARK, N. J.

All kinds of Coats of Arms carved to order.



B

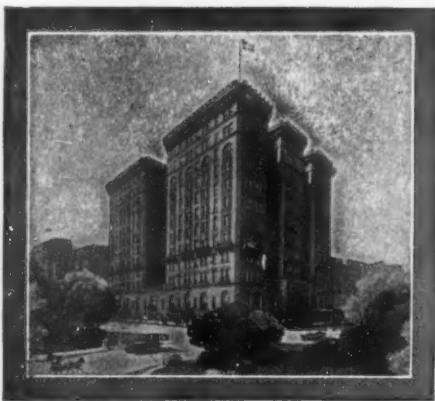
Why Buy a Typewriter Because Someone Says It Is



**"JUST AS GOOD" as the
UNDERWOOD**

*Buy the Machine which is the
Standard of Quality*

SPEED—ACCURACY—DURABILITY



Hotel Majestic

Central Park West at 72nd Street
NEW YORK CITY

**A hotel of distinction
For guests of discrimination
With tariff in moderation**

Near to the center of interest. Comfortably distant from the area of confusion. Stop at the Rotary Hotel next time you're in New York. You will have my personal attention.

Write me for information budget with auto map, etc., sent gratis.

Rotarian Copeland Townsend
Lessee-Director

**Century Engraving
and
Embossing Company**
19 South Wells Street
CHICAGO, U. S. A.
W. G. Hartung, President, Rotarian
Julius Biel, Vice Pres. and Treas.

Providence, R. I.

THE CROWN HOTEL

FAIRNESS The Home of Simplicity, Refinement and Comfort for the Traveler GOOD SERVICE
COURTESY
FRED MANSFIELD, Prop., Rotarian
WM. H. WADE, Manager

"C & C" (Cantrell & Cochrane's) Ginger Ale The Champagne of Ireland

Over fifteen centuries ago St. Patrick's Well in Dublin was famous throughout Ireland.

Today the waters of this historic well are drunk the world over in "C & C" Ginger Ale.

"C & C" has the life, the sparkle, the delicious crispness of champagne, without the fire. See that you have "C & C" at the Club weekly luncheon and the monthly dinner and order in a dozen of "C & C" for your home.

Made by CANTRELL & COCHRANE, Ltd.

(Established 1852)
DUBLIN & BELFAST

Agents for U.S.A., Messrs. Edward & John Burke, Ltd., 616-620 West 46th St. NEW YORK. who will give full information to Rotarians as to nearest point from which to obtain supplies



POSTAGE
The monthly magazine that tells how to transact business by mail—Advertising, Selling, Buying, Collecting, Letters, Office Systems. A necessity in every business office. 6 mos., \$1.00; 1 year, \$2.00.
POSTAGE, Room 297, Metropolitan Building, New York

ALL QUALITY
NO COUPONS
Camel
CIGARETTES

and before the evening's proceedings were brought to a close they expressed themselves as being greatly pleased with what they had seen and heard of Rotary and its principles and intimated their desire that the existing clubs should take an active interest in the organization of clubs in their respective cities.

District Governor Ladbury, who was present with a large following from his mother club, at Niagara Falls, N. Y., assigned to the Hamilton, Toronto and Brantford clubs the work of surveying the Galt, Guelph and Welland fields and the prospects are that before very long the names of these cities will be added to the Canadian Rotary roster.

One of the features of the evening proceedings was the initial appearance of the Toronto organization's glee club, 40 strong, which sang a number of choruses in a manner that won for it unstinted praise.

Another result of the meeting was that a movement was started for inter-club gatherings at regular intervals. The next one will probably be held in Brantford early in January, while Toronto will do the entertaining at a later date.

INTERNATIONAL FRIENDSHIP

In a talk given by J. M. Clinton before the Rotary Club of Des Moines, Iowa, the following interesting and significant facts were presented: There are 7,000 students from 80 different nations enrolled in the colleges and universities in the United States. They are found in every state, in large universities and small colleges, in technical and trade schools, and in business colleges. The average length of their stay in the United States is four years, some remaining ten years and some remaining only one year. Most of them are preparing for engineering, business, or government service. Experience shows that the American trained student, upon returning to his own land, is a most effective promoter of international friendship. The president of the Bank of Japan is a Cornell graduate. The Director-General of the Shanghai-Nanking railway is a Yale graduate. The superintendent of the telegraph bureau of the Canton-Nanking-Hankow railway is a graduate of the Massachusetts Institute of Technology. President Menocal, of Cuba, is a Cornell man, etc.

ROTARY CLUB SETTLES STRIKE

Credit is given to the Rotary Club of Stevens Point, Wisconsin, for having settled a paper mill strike and saving the city from a very serious labor situation. It is generally conceded that if the strike had continued for two or three days longer there would have been rioting.

The Rotary club has been instrumental in getting started a Community Club in Stevens Point with about 700 members. The Community Club promises to be of great assistance in bettering the social life of the city; membership is open to men and women both.

The Rotarians are at work now organizing a Chamber of Commerce for Stevens Point.

NEW CLUB GETS CONFERENCE

The Rotary Club of Ashbury Park, N. J., one of the young Rotary clubs, will entertain the Third District Conference April 16, 17 and 18, 1920. The conference will be known as "The Law and Order Conference." An effort will be made to secure Governor Coolidge, of Massa-

achusetts, as the principal speaker. J. Lyle Kinmouth is the president of the Ashbury Park Club. The date and place of the conference was decided at a meeting of the presidents and secretaries of the clubs of the third district called by District Governor Thomas E. Sheehan in New York City, November 13, at which all but four clubs in the district were represented.

SHANGHAI ENTERTAINS CONSUL

The Rotary Club of Shanghai, China, gave a farewell tiffin in honor of Thomas Sammons, the American Consul General, just before his departure from China. There were a number of guests including the Consul Generals of Belgium, Great Britain, Japan, Denmark, Norway, Portugal, Russia, Italy, Sweden, Holland and Brazil, and the special envoy of foreign affairs of China. Rotarian Sammons goes to Melbourne, Australia, from Shanghai.

HOME-MORTON AT PEEKSKILL CHARTER MEETING

Andrew Home-Morton, of London, England, former president of the B. A. R. C. and Governor of the 24th District, was among the visitors who attended the charter meeting of the Peekskill, N. Y. Rotary Club when its charter of affiliation was presented by a delegation from New York headed by J. J. Goldman. Other cities represented by Rotarians were Poughkeepsie, Mt. Vernon, White Plains, and New Rochelle. District Governor Tom Sheehan was present to see that everything went off properly. President Wm. H. H. MacKellar, of the Peekskill club, presided.

WILL VISIT CUBA AND PORTO RICO

Frank B. Hatch, of the San Juan (Porto Rico) Rotary club joined Tampa (Fla.) Rotarians in greeting District Governor Truman McGill on his official visit to the Tampa club, and insisted upon the governor visiting Porto Rico and giving the San Juan Club some of his inspirational advice. Governor McGill promised to extend his contemplated Cuban trip to Porto Rico. Incidentally, Truman promised the Tampa club that at least 1,000 Eighth District Rotarians would attend the district conference in March. On that occasion he will head a large party of Rotarians in a trip to Cuba and Porto Rico, visiting the clubs in those islands. Rotarian Hatch stated that San Juan would be well represented at the Tampa conference.

KING ALBERT GUEST OF ROTARIANS

King Albert of Belgium was the guest of honor at a joint luncheon given in San Francisco by the Rotary club and four other business organizations of the city. He responded with a short talk, after speeches were made by the Governor of California and the Mayor of San Francisco, and Herbert Hoover. Before the meeting ended he was elected an honorary member of the Rotary Club and the other organizations and responded with a few words of appreciation.

ROTARY BUSINESS FAIR

The Rotary Club of Tacoma, Washington, staged a two-day exhibition showing the various industries and businesses represented by the members. The fair was staged primarily to stimulate the buying of home products, and to show the great variety of articles which could be obtained right in the city. The first night



Announcement

Rotarians:

I am leaving New York January 2, 1920, on a two months' trip to Florida and Cuba, returning to New York about March 1st.

I will visit Jacksonville, Palm Beach, Miami and Tampa, Florida; Havana, Matanzas and other points in Cuba.

Any investigation or inquiry which you may want me to make in any of the places mentioned, or vicinity, I will be glad to take care of, and give to it my personal attention.

Drop me a line to this address and your message will be promptly forwarded to me.

Raymond C. Schindler, Rotarian

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Sales Organizer	6,000
Salesman, elec. motors	150
Traffic Manager	open
5 Salesmen, specialty	150
175 Salesmen.....	\$100 to \$300 and com.
Salesmen, trucks	\$200 up and com.
Salesman, hardware	\$3,000 up
10 Salesmen and Executives.....	5,000 up
Salesman, office Executives.....	200

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I will bring you a fresh viewpoint on the human side of business.
I will tell you what America's business and financial leaders are thinking and saying and doing.
I will tell you how they won their fortunes. I will tell you the first complete life story of Cyrus K. Curtis, the man who made the *Saturday Evening Post*. I will tell you about the younger men and women making their mark.
I will tell you about "Industrial Democracy." The plan that settles labor difficulties, stops strikes, increases production and makes employee and employer happy.
I will tell you how music is stimulating workers in store and factory.
I will tell you how to reduce the ruinous waste of "Labor Turnover," which costs American Industry over a Billion Dollars a year.
I will bring you reliable forecasts of business and financial conditions.
I will warn you against bad investments and tell you about sound investment opportunities.
I will bring you during the year, twenty-six "Keys to Success"—a valuable course in personal efficiency.
I will bring you thoughts on life and living—ideas, experiences and inspiration that may be worth to you, in your life and in your business, Ten Thousand Times what you pay me.
If I worked for you alone my salary would be \$100,000 a year and more,—
But, because I do these things for 35,000 doers and thinkers in the business and financial world, I can afford to work for you for Eight Cents a week, if you hire me by the year and pay my salary in advance.

My chief is B. C. Forbes, author of "Men Who Are Making America," "Key to Success," etc.

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I will cancel order 5 days after getting first copy, or mail \$4.00 on receipt of bill for one year's subscription. (Canada 50c extra; Foreign \$1.00 extra.)

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Date

New Year Greetings to Fellow Rotarians

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Chicago, Club No. 1

Edgar P. Sparks
San Francisco, Club No. 2

Frank A. Kenny
Los Angeles, Club No. 5

Edward J. Kastner
New York, Club No. 6

William J. Chaplin
Boston, Club No. 7

Richard H. Stevens
Syracuse, Club No. 42

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Drawer 376

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the exhibit was open only to Rotarians and their families, who had dinner together in the high school where the articles were displayed. This was followed by a program of contests designed to test the knowledge gathered from the various exhibits. The second night was open to the public. The success of the affair has started plans for making it an annual event.

WILL PAROLE BOYS TO ROTARIANS

In response to a request from Judge Mentzer, of the 1st Judicial District, for cooperation in the matter of handling boys brought before him, the Rotary Club of Cheyenne, Wyoming, voted unanimously to give the help requested. The judge has selected a number of Rotarians from the membership to whom he will parole boys accused of delinquency or crime. The boys survey of Cheyenne requested by the International Committee on Work Among Boys has been completed by Rotarian Fisher and discloses a number of interesting facts. The questionnaire, containing 15 items, was put into the hands of every boy in the city between the ages of ten and sixteen and the majority of them were answered.

CELEBRATE CITY'S CENTENNIAL

In commemoration of its one hundredth birthday, the city of Evansville, Indiana, put on a ten-day centennial exposition, similar to a magnificent state fair, housed in buildings constructed for the occasion. The success of the exposition was due largely to the efforts of prominent Rotarians in the Chamber of Commerce. Members of the club devoted one afternoon to showing a good time to the people at a camp for tuberculosis, and on another day they had the children from the orphans' home as their guests.

BOY SCOUTS GUESTS OF TWO CLUBS

The Rotary club and the Kiwanis club of Ottawa, Ontario, gave a joint outing for the Boy Scouts, transporting about 700 boys by automobiles to the Ottawa Hunt Club grounds. One of the afternoon features was the arrival and landing of an airplane on the field. The Rotary club has undertaken to raise \$30,000 for the Boy Scouts and \$10,00 for boys' homes.

THREE CLUBS START CANTON, ILLINOIS

Delegations from three Rotary clubs were present at the meeting when the Rotary Club of Canton, Illinois, was organized. There were 32 from Peoria, five from Galesburg, and five from Monmouth. In the absence of District Governor James O. Craig the organization work was taken in hand by Albert Triebel, of Peoria.

EXTRA PAPER FOR LADIES' NIGHT

At the close of a ladies' night meeting of the Warsaw, Wisconsin, Rotary Club held recently copies of an extra Rotary edition of the *Warsaw Daily Record-Herald* were distributed among the Rotarians and their guests. The entire first page was devoted to Rotary.

BUILDS HOMES FOR EMPLOYEES

How one Rotarian employer has partially solved the labor turn-over problem is told in the following statement made by Rotarian J. C. Mytinger, general manager of the Wichita Mill & Elevator Company, of Wichita Falls:

"For the past twelve months and more we

have had a constantly shifting class of men, and in some departments of our mill it has been nothing uncommon for the force to change almost completely about once a week or ten days. We have increased salaries and wages several times in order to keep pace with the increased cost of living.

In addition to this, on account of the abnormal housing conditions in Wichita Falls, we now have invested something more than \$15,000 in houses for our employees, which we are renting to them at a rate of rental approximately 75 per cent less than the current rate of rents. This, we have found, has been the most potent factor in enabling us to continue operation of our plant. If it had not been possible for us to provide living quarters for our men, we feel sure that we would have been forced to close down.

"In our new plant we have installed numerous conveniences for our employees, such as steel lockers for each employee, which enables him to come to his work dressed in street clothes and change to his working clothes after reaching the plant. We have hot and cold shower baths, with hot and cold running water in our lavatories. Our plant is constructed on the daylight plan, and by reason of the many windows it is one of the best lighted buildings in Wichita Falls. The building is steam heated, and on account of its construction is cool in the summer and warm and comfortable in the winter."

CLUB NOTES

The Rotary Club of *Joplin* (Mo.) has planted 78 trees in memory of the soldiers, sailors, Red Cross nurses, and marines who gave their lives in war service. The trees were planted in a park.

An inter-city meeting was held at *Camden*, N. J. on October 28, between Camden and Atlantic City.

The Rotary Club of *St. Louis*, Missouri, had a ladies night meeting with Rotarian "Eddie" Guest, the Detroit poet as the guest of honor.

Rotarian Jim Quinn treated his fellow members of the Rotary Club of *Dencer*, Colorado, at a recent luncheon with elk meat steak which he claimed to have captured in the Colorado forests.

Every member of the Rotary Club of *St. Joseph*, Missouri, had a soldier or sailor for his guest at the Armistice Day meeting. The guests gave some very interesting talks.

The Rotary Club of *Hornell*, N. Y., had its first birthday celebration 31 October with a ladies night meeting. District Governor Lidbury was present at the meeting of 7 November.

The Rotarians of *Santa Barbara*, California, have raised \$4,000 to start the Boy Scout movement in their city. This amount will finance the movement for the first year.

Of the 125 members of the Rotary Club of *Decatur*, Illinois, 112 were present at a meeting held November 10, when District Governor James

Be as Wise as the Squirrel

The squirrel eats nuts and thrives on them. Be as wise as the squirrel. Try the paper shell pecan, the finest of all nuts, "the most concentrated of all natural foods", as Dr. J. H. Kellogg, head of the famous Battle Creek Sanitarium, calls it. "Compared with round steak, it contains one-twelfth as much water, two-thirds as much protein, from four to six times as much fat, and has between three and four times as great fuel value", says the United States Congressional Record, January 12, 1917. The squirrel provides for the future. You do the same.

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the Edison of Agriculture. Each year our supply is exhausted earlier.

Buy now the pecans you will want for this entire season. Investigate NOW the co-operative profit-sharing plan that assures you all the pecans you need for your own table in future years, and a handsome cash profit on the surplus yield, increasing every year.

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Subscription Two Dollars a Year—Commencing Any Time

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sample box of 50 sheets, legal size. State color and weight desired. Money back
if not pleased. Address Dept. 3. THE HIBBON WORKS, Galveston.

O. Craig, of Chicago, was present. It was an
Armistice Day celebration meeting. Decatur
Rotarians to the number of 58 attended the inter-
city meeting at Champaign, Illinois, 15 Novem-
ber, when International President Bert Adams
was the chief speaker.

The Rotary Club of *Erie*, Pennsylvania, had
a great treat recently when Dr. Singman Rhee
was the speaker guest. Dr. Rhee was recently
elected president of the Republic of Korea and is
the leader of the movement to gain independence
for Korea from Japanese domination. It was
the largest meeting in the club's history.

The first of a series of intercity meetings
between Saginaw, Bay City, and Flint, Michigan,
was held with the *Flint* Rotary Club as host on
November 11.

The Rotary Club of *Blackwell*, Oklahoma,
at a recent Red Cross sale, paid \$125 for a quilt
made of pieces in the old-fashioned way. On
the white squares of the quilt were workt in red
silk the names of all the men of the county who
were in the Army. There are more than 1,500
names on the quilt. It will be reserved as a war
relic for exhibition on special occasions.

Christmas joy and happiness is made possible
every Tuesday in the school for the crippled
little folk in *Toledo*, Ohio, by Rotarians of that
city, who visit the children and take many treats
to them. One little boy whose only means of
getting about was by crawling is being given care-
ful surgeons' care and will soon be able to walk
without even crutches.

The Rotary Club of *Saginaw* (Mich.) recently
returned a visit made by the Bay City Ro-
tarians two years ago. The Saginaw bunch took
with them their Rotary minstrels who gave an
entertainment. It was a ladies night affair.

At a ladies night of the Rotary Club of
Fitchburg, Mass., a most interesting lecture on
illuminated and hand-written manuscripts, in-
cluding the history of book making before the
time of the printing press, was given by Bill
Bambaugh, past governor of the Second District.

An exhibition by students of work in wrestling
and boxing and juijitsu was given at a meeting
of the *BERKELEY (CALIF.)* Rotary Club, under the
direction of Professor Kleeberger, head of physi-
cal education at the University of California.

Rotarians of *Grand Forks*, N. D., were guests
of Rotarian Sheppard at his Model Steam Laun-
day, at a prairie chicken dinner, followed by a
lecture on the modern laundry processes, illus-
trated by his workers at their machines.

The Rotary Club of *Watertown* (S. D.) has
recently adopted a Lithuanian orphan, as a re-
sult of a touching address on the pitiful situation
of Lithuania by Countess Turcznowicz, of
Poland.

Leavenworth Rotarians and Rotarettas enter-
tained the Atchison Rotarians and ladies with a
Hallowe'en party at the Coliseum in Leavenworth.

January, 1920, Vol. XVI, No. 1

Talks on Business Correspondence

by
William Cushing Bamburgh, Rotarian

Sent by mail on receipt of price, \$1.25

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N. Y. Sun.—A well-nigh complete manual of principles, customs, methods

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The *Independence* (Iowa) Rotary Club unanimously adopted a resolution favoring the Smith-Towner bill, now before congress, which provides for a department of education in the President's cabinet.

Rotarians of the *Niagara Falls* (N. Y.) club paid tribute on 11 November to the member of their club who made the supreme sacrifice on Flanders field, Captain John J. Welch, by planting a tree in the park in his honor.

The Rotary Club of *Buffalo* (N. Y.) has joined the Roosevelt Memorial Association in a body, and forwarded a check for \$469 before the campaign for membership had started.

The Rotary Club of *Beloit* (Wisconsin) says they are on the right track when they have such a ripping good time as they did at a recent Hallowe'en party and really get acquainted with their wives. It's the first effort of this "baby" club to entertain.

The first attempt of the *Ann Arbor* (Michigan) club to have a Father and Daughter dinner was a big success. They also entertained the members of the Ypsilanti and Jackson Rotary Clubs on November 8.

The *Batavia* (N. Y.) Rotary Club has several entertainment committees. The one providing the best entertainment will obtain a prize at the end of the year. "Booby" isn't left out either.

The Rotarians of the *Altoona* (Pa.) club are purposing to raise \$25,000 during the latter part of January for boys' work exclusively, and particularly to work out a 3 year program of development for Boy Scouts of their county.

Fifty-two orphan inmates of the Childrens' Home were guests of the *Tampa* (Fla.) Rotary Club at Ringling-Barnum & Bailey circus.

The *Tampa* (Fla.) Rotary Club has begun a systematic campaign for boys work and will make it the outstanding feature of the club's activities for the year.

Forty mallards for seventy-one mouths! It wasn't Thanksgiving either. Rotarians of *Burlington* (Iowa) and two out-of-town guests, Horace Elliot, of Chicago, and A. H. Grope, of Los Angeles, were motored to Crystal Lake and set down to the feast provided by mighty huntsmen, Edgar Wyckoff, August Weinrich, Harold Grupe, S. T. Huebner, S. Leo Baum, E. C. Noelke, G. A. Begeman and George Niewoehner.

The Rotary Club of *Elkhart*, Indiana, added to its knowledge of the educational work in the city when it held a noon meeting at the High school. was served with a luncheon prepared by a domestic science class, and listened to a talk by the school principal, afterwards being shown the institution.

The Rotarians of the *Pittsburg*, Kansas, club held a preachers' day luncheon recently attended by every minister in the city, at which meeting

the Rotarians voted to join with the Chamber of Commerce in a campaign to raise \$2,000 for the support of the football team of the normal school.

The Rotary Club of *Omaha*, Nebraska, has completed a series of visits to the local telephone exchange in their effort to learn more about the telephone business and the problems of operating it.

Armistice Day was celebrated by *Ocala*, Florida, with a barbecue at the County Fair grounds at which about 5,000 people were served. The Rotarians took care of the celebration with the assistance and the cooperation of the business and professional people of the city. A special dinner for the returned negro soldiers was provided at the base ball park.

The general superintendent of the Indiana Reformatory, George A. H. Shidler, was the speaker at a recent meeting of *Huntington*, Indiana, and brought to the attention of the Rotarians their duties to the boys of the institution and to released prisoners.

The Rotarians of *Berkeley*, California, recently heard Dr. D. L. Hennessey, director of the Americanization classes at the Burbank school on the importance of properly preparing foreign born persons for the duties of citizenship before they apply for naturalization papers.

The *Cheyenne* (Wyoming) Rotary Club got behind the state highway bond issue, financed the campaign and was very largely responsible for putting it over by a vote of more than 10 to 1.

Cheyenne (Wyoming and *Fort Collins* (Colorado) held an inter-city meeting. The Cheyenne Rotarians with their wives motored over to Fort Collins.

Batavia (New York) Rotarians were hosts at a regular luncheon to a group of *Niagara Falls* Rotarians, including District Governor Lidbury.

There were bald heads in the bald-headed row, all right, when the curtain rose on the opening night of the "Passing Show" in Detroit. It was ladies' night for the *Ypsilanti* (Michigan) Rotary Club and instead of the customary social evening at the local club rooms, the wives were invited to Detroit.

How One Club Cleans House

BY HARRY B. CRADDICK

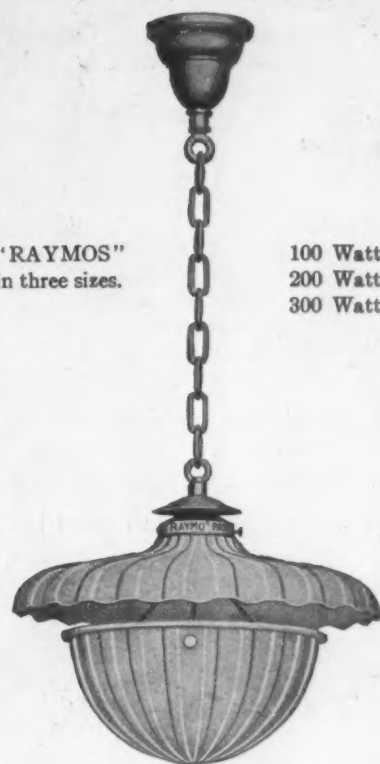
Governor 15th District, Past President Rotary Club of Minneapolis, Minn.

THE fact that the Minneapolis Rotary Club stands high in its average of attendance at the regular weekly luncheons, has brought the suggestion from several quarters that we pass along to all Rotary clubs some pointers on how our high average has been attained.

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 B. B. MORTON, Mgr., Rotarian
*Rotary Club Luncheons held here Tuesdays, 12:15.
 Visiting Rotarians Welcome.*

Salt Lake City, Utah
Hotel Utah
 GEO. O. RELF, Gen. Mgr., Rotarian
*Rotary Club Luncheons held here Tuesdays, 12:15
 Visiting Rotarians Welcome*

*Rotarian George C. Brown,
 Managing Director of the*
Hotel
Martha Washington
 (Woman's Hotel)
 29 East 29th St., (near Fifth Ave.)
 NEW YORK

Extends a cordial invitation to the wives, daughters and women friends of fellow Rotarians to stop at his hotel when visiting the metropolis unaccompanied.

There are 500 spotless rooms. Rates \$1.50 per day and up. For parties of five or more a large room at \$1.00 per day per person. A special feature is our excellent Table d'hôte luncheon at 40 cents; dinner at 50 cents.

Comfort, Convenience and Protection, all important to the woman traveler in the metropolis, are found at the Martha Washington in their highest degree.

Illustrated booklet, "Who's Who," giving the names and vocations of 227 New York women, sent Free.

VUL-COT Fibre

**Is Your Waste Basket
 A Holder or a Sifter of Waste**

Absorbed in the details of a coming interview, the boss subconsciously pulled out his waste basket to "dress up" his pencil point. When he pushed the old "open-work" basket back again, his rug was all littered with pencil shavings.

Perhaps he was a little nervous, or perhaps a bit disgusted—at any rate he said a few things about economy and efficiency to his office manager and the next day the "open-work" was replaced with a solid **VUL-COT**.

A week later the whole office got **VUL-COT**—that was four years ago—and today the baskets are still perfectly good.

As you see **VUL-COT** waste baskets are made of a material as strong and tough as iron and as light as wood—a material that will not dent, splinter or rust. **VUL-COT** fibre, higher development of vulcanized cotton fibre.

VUL-COT
 Waste Baskets
 Guaranteed for five years.
AMERICAN VULCANIZED FIBRE CO.
 824 Equitable Bldg. Wilmington, Del.

VUL-COT Fibre

OFFICIAL ROTARY FLAGS
OUR SPECIALTY
 U. S. Flags—All Sizes—Qualities and Prices.
 Badges and Banners. Send for catalog.
GEO. LAUTERER CO.
 222 W. Madison St., Chicago, U.S.A.

Joliet, Ill.
Woodruff Inn
 ROBERT F. McROBERTS, Mgr., Rotarian
Visiting Rotarians Always Welcome.

tendance contest inaugurated by the I. A. of R. C., the Minneapolis club was getting itself in trim for the race all thru the summer months of 1918.

Late in August, 1918, after having taken careful note of conditions in the club, the Board of Directors one day cleaned house and something like twenty-six members were dropped from the rolls for non-attendance at Rotary meetings.

Some of this number were failing to attend thru a lack of interest in Rotary. Some were failing to attend because other members of the same firm were supposed to represent them, and some members, and very desirable ones, too, were not attending because of continuous conflict with meetings in other organizations or in connection with their businesses.

However, in dropping the members for non-attendance, there was no discrimination made in any of these instances, the board adhering to the idea that the man who could not attend Rotary at least once a month was not getting what he should receive from his membership and was not bringing to Rotary that which we had a right to expect from him as a member.

Fine for Non-attendance

That was the first step and this was followed by the adoption of a resolution and instructions to the secretary to have printed a supply of special postal cards as follows:

DEAR ROTARIAN:

Your account has been charged 25 cents for absence today from the regular weekly meeting of the Rotary Club.

The Board of Directors having been authorized by resolution of the club on September 13, 1918, to regulate and attend to the matter of non-attendance at weekly meetings, passed the following resolution on September 16, 1918:

"Resolved, That a fine of 25 cents be charged to the account of any member absent from the club's regular Friday luncheon without notifying the office of the secretary previous to 10:00 a. m. on the day of the meeting. Said fine to become due and payable on the first quarterly bill rendered thereafter."

Yours in Rotary,

Sec'y. and Treas.

Those who fail to attend a meeting and who fail to register an excuse for absence are mailed one of these cards.

If a member receives three of these cards in weekly succession, the third one will bear a rubber stamp notice printed in red ink as follows:

WARNING

You have missed three successive meetings. Don't miss the fourth.

And if the member misses the fourth consecutive meeting, he then receives the following letter:

DEAR ROTARIAN:

I have been instructed by the Board of Directors to notify you that, because of your having missed four consecutive meetings, your membership is subject to forfeiture in accordance with Article 3, Section XIV, of the Constitution and By-Laws, which reads as follows:

"Article 3, Section XIV, of the Constitution and By-Laws: If any member shall absent himself from four consecutive meetings of the club, without good cause, and if in the judgment of the Board of Directors such member is not active and interested

in the objects and work of the club, the Board of Directors may, with or without notice to such member, terminate his membership."

If an explanation of your absence is not received within ten days from date, your membership in the Rotary Club of Minneapolis becomes subject to the above article of the constitution.

You'll make all the members of the board very happy by immediately forwarding your explanation to the secretary. We have no wish or desire to lose you.

Very truly yours,

Secretary-Treasurer.

Making Room for Others

If the member fails to comply with the requirements of the constitution as set forth in this letter, he has a fine chance to make room for some one else, who may have a greater interest in Rotary.

I might say that we have not at any time considered the item of the 25-cent fine as a determining factor of attendance. The revenue from such fines is of no consequence and we do not want it to be.

But somehow the 25-cent fine and the notice of same combine to make the member realize that he has been missed at that meeting; that a close record is kept upon his attendance; and that simply evading the incident is not going to let him by.

As a result of this action on the part of the Board of Directors, there were during the first two or three weeks, some few controversies with members, but when we explained that the constitution and by-laws were very specific in their requirements; and that the Board of Directors had no choice in administering the club affairs, except to follow the constitution and by-laws; and that it would be entirely unfair to show discrimination or partiality to members for unnecessary or unexcused absence; the controversies were ended by the members agreeing with us in every particular.

New Rotary Clubs

The following Rotary clubs have been elected to membership in the International Association of Rotary clubs since the last list was published in the December, 1919, issue:

ARKADELPHIA, ARKANSAS, CLUB No. 556.

Special Representative, Hugh D. Hart of Little Rock; president Noel Adams; secretary, Duncan Brown.

BELLE PLAINE, IOWA, CLUB No. 557.

Special Representative, Luther A. Brewer of Cedar Rapids; president, George R. Ahrens; secretary, W. C. Scrimgeour.

SAN BENITO, TEXAS, CLUB No. 558.

Special Representative, David L. Spero of Brownsville; president, W. G. B. Morrison; secretary, George A. Toolan.

PANAMA CITY (PANAMA REP.) CLUB No. 559.

President, Hermodia Arias; secretary Rodrigo de la Guardia.

SAGUA LA GRANDE, CUBA, CLUB No. 560.

President, Dr. Ramiro Palma; secretary Dr. Fausto Gutierrez.

MILES CITY, MONTANA, CLUB No. 561.

Special Representative, Hugh D. Cook of

(Continued on page 46)

Standing of Clubs in Attendance Contest for November, 1919

Division A—Clubs having more than 200 members

Division B—Clubs having between 100 and 200 members.

Division C—Clubs having between 50 and 100 members.

Division D—Clubs having less than 50 members.

Only those clubs whose reports have come thru District Governors' hands to the Headquarters office by the 15th of the subsequent month are considered in the competition.

NOTE—Bold-face figures before names of clubs designate number of times in succession clubs have appeared in list.

DIVISION A Ten Highest

Name of Club	Membership	Number of Meetings	Average Attendance	Average Percentage
13Oakland, Calif.....	209	3	165	78.94
13San Francisco, Calif.....	296	3	231	78.04
2Portland, Ore.....	276.33	3	210.33	76.11
3Albany, N. Y.....	203	4	154	75.86
12Seattle, Wash.....	285	4	216	75.78
13Indianapolis, Ind.....	290	4	215.5	74.31
6Tacoma, Wash.....	213.5	4	158.25	74.12
2Toronto, Ont.....	305	4	224.5	73.60
Los Angeles, Calif.....	221	3	161.33	73.14
Kansas City, Mo.....	305	3	220	72.13

Five Lowest

Cincinnati, Ohio....	428	4	210	49.06
Buffalo, N. Y.....	472	4	227	48.09
Cleveland, Ohio.....	350	5	141	40.28
Brooklyn, N. Y.....	333	5	118	35.43
13New York City.....	485	5	162	33.40

DIVISION B Ten Highest

14Davenport, Iowa	148	2	126.5	85.47
3Calgary, Alta.....	125.5	4	106.25	84.66
San Diego, Calif.....	132	3	111	84.09
Charleston, W. Va.....	137	4	115	83.94
Regina, Sask.....	101	5	84.6	83.76
Chattanooga, Tenn.....	100	4	83.5	83.5
2Niagara Falls, N. Y.....	141	4	116	82.26
2Tonawanda, N. Y.....	108	4	88.7	82.12
14Newark, N. J.....	163	4	132	80.98
Scranton, Pa.....	140	4	112	80.00

Five Lowest

Havana, Cuba.....	116.6	5	54.20	46.48
Providence, R. I.....	150	4	67	44.66
3Springfield, Mass.....	164	4	70	42.68
Reading, Pa.....	140	4	58	41.42
3Paterson, N. J.....	123	3	39.66	32.19

DIVISION C Ten Highest

Washington, Ind.....	53	4	51.5	97.16
Santa Barbara, Calif.....	66	4	60.7	91.96
Berkeley, Calif.....	67	4	61.5	91.79
Denison, Texas.....	61	2	55.5	90.98
Hornell, N. Y.....	77	4	70	90.9
Altoona, Pa.....	54	2	49	90.74
Galesburg, Ill.....	70	4	63.25	90.35
Fresno, Calif.....	84.75	4	76.25	89.97
Champaign, Ill.....	84	4	74.75	88.98
Windsor, Ont.....	63	2	56	88.88

Five Lowest

2Holyoke, Mass.....	93	4	44.5	47.84
Waterbury, Conn.....	97	4	46	47.42
2Haverhill, Mass.....	92	3	42	45.65
2Fitchburg, Mass.....	75.75	4	34	44.88
Matanzas, Cuba.....	50	2	20.5	41.00

DIVISION D Ten Highest

2Marietta, Ga.....	21.5	2	21	97.67
Princeton, Ind.....	32	4	31.25	97.65
Natchez, Miss.....	25	2	24	96.00
Arkansas City, Kans.....	44	2	42	95.45
2East Moline, Ill.....	20	4	19	95.00
New Philadelphia, O.....	35	4	33	94.28
Sharon, Pa.....	21	3	19	90.47
Chanute, Kans.....	47	2	42.5	90.42
Boone, Iowa.....	33	4	29.75	90.15
McPherson, Kans.....	25	2	22.5	90.00

Five Lowest

New Rochelle, N. Y.....	27	2	15	55.5
Pottstown, Pa.....	44	1	24	54.54
Angola, Ind.....	44	4	23	52.27
Dothan, Ala.....	41	3	21	51.21
Hope, Ark.....	45	3	20	44.44



BRONZE TABLETS HONOR ROLLS MEMORIALS

Make permanent the temporary honor roll you have of the boys who served in the Great World War

Let me submit designs for Memorials, and for Honor Rolls, and assist you in the selection of a fitting tribute

Rotarian **CARL E. NORD**
505 METROPOLITAN BLDG. SIOUX CITY, IA
James H. Matthews & Co. G. Morvett
PITTSBURGH Pa. SCULPTOR

BURKE GOLF

Ask your dealer about the NON-RUSTABLE alloy Monel Metal Golf Heads. This metal is the best ever used for club heads—better than steel—and you will find it in the Burke line only. Fitted with famous Burke Extra Select Shafts, there is no better club.

If you need a caddy bag and want an unusually good one, see the Burke line. It will give you a choice of a wide variety of models and materials.

If you need clubs and want them correct in every detail of construction, specify Burke. Burke clubs are acknowledged masterpieces in appearance, balance and feel and they are fitted with world famous Burke shafts.

Ask for Burke Goods

If you need anything in golf accessories, Burke can supply you. The name is your guarantee of quality and value. Insist on Burke.

See your dealer or write us for catalogue.

The Burke Golf Company

Newark, Ohio

Wm. Burke, Pres.—Rotarian

Montreal, Que.
CANADA'S LEADING HOTEL
"The Windsor"
DOMINION SQUARE
JOHN DAVIDSON (Rotarian), Manager
Visiting Rotarians Always Welcome.



PATENTS
REGISTERED U.S. PATENT ATTORNEY SINCE 1905
PHONE 589
CHARLES W. LOVETT
615 SECURITY BLDG LYNN MASS.



"CUESTA-REY"

CLEAR HAVANA CIGARS

MADE IN BOND

of the

Finest Imported Cuban Tobacco

Sold by all best dealers.

CUESTA, REY & CO.
TAMPA, FLORIDA.

Little Rock, Ark.

Hotel Marion

Rates \$1.50 and up.

Absolutely Fireproof

Rotary Club Headquarters. Luncheon Thursdays, 12:30.
Visiting Rotarians Welcome.
O. W. EVERETT, Manager

Syracuse, N. Y.

THE ONONDAGA

ROTARY HEADQUARTERS

and the leading Hotel in Syracuse

PROCTOR C. WELCH, Manager

Lexington, Ky.

Hotel Phoenix

JOHN G. CRAMER, Sec., Rotarian
Rotary Club Headquarters. Luncheon Thursdays, 12:30
Visiting Rotarians Welcome

Washington, D. C.

The New Willard

Headquarters Washington Rotary Club.

FRANK S. HIGHT, President, Rotarian

Visiting Rotarians Welcome

Denver, Colorado

Savoy Hotel

J. G. Nicholas, Manager

Rotary Club Luncheon held here Thursdays, 12:15.
Visiting Rotarians will please make themselves known

Waxed Typewriter Ribbons

Are superior and distinctive: wear longer, will not fill the type or dry out. You save by buying direct. Price 3 for \$1.50, 12 for \$5, prepaid. Guaranteed to please or money back. Send 5¢ STAMPS for full length sample ribbon and booklet. "Better Typewriter Results." State name and model number of your typewriter. Address Dept. 6. THE RIBBON WORKS, Galveston, Texas

New Rotary Clubs

(Continued from page 45)

Helena; president, Howard B. Wiley; secretary, Wm. G. Hyde.

BURLEY, IDAHO, CLUB No. 562.

Special Representative, Ralph E. Lewis of Pocatello; president, Clarence C. Baker; secretary, Robert W. Watt.

ROME, NEW YORK, CLUB No. 563.

Special Representative, F. F. Despard of Utica; president, Weston Jenkins; secretary, George R. Staley.

WARREN, PENNSYLVANIA, CLUB No. 564.

Special Representative, I. Leonard Daye of Jamestown; president, Claire W. Hardy, secretary, William E. Staube.

GREENVILLE, NORTH CAROLINA, CLUB No. 565.

Special Representative, T. F. Pettus of Wilson; president, Cicero J. Ellen; secretary, Alex L. Blow, Jr.

Work Under Way

There are also 280 towns and cities which are being surveyed by the district governors or their special representatives.

Chairmen of organizing committees have been appointed in one hundred and thirty-five towns and cities where the work of organizing Rotary clubs is going on with the sanction of the International Board of Directors.

During the year between July 1, 1918, and June 30, 1919, there were 101 Rotary clubs organized and affiliated. The extension Department feels confident that this year the number of new clubs will more than double the number affiliated last year.

Very pleasing word has been received from Governor Lovett of the Second District that the good old State of Vermont has at last been invaded by Rotary and in the next issue of THE ROTARIAN it will be possible to announce that every State in the Union has a Rotary club. There is a bright prospect that the territory of Alaska will soon have a Rotary club located at Juneau, in which case every state and territory in the United States will have one or more Rotary clubs.

The Board of Directors have officially determined that all active extension work for this fiscal year shall end 31st May, 1920.

Getting 100% Attendance

The Rotary Club of Birmingham, Ala., is in Class B—clubs having from 100 to 200 members—in the international attendance contest. Birmingham has 159 members; it has persistently stuck among the ten highest in the contest. Recently, when District Governor McGill was to visit the club, an effort was made to honor him with a 100 per cent attendance. The effort was successful—every member was either present or attending a Rotary club meeting that week in another city. How this feat was accomplished is described in the following article reprinted from *Rotarygrams*, the monthly club publication of Birmingham Rotary:

AND WHEN THE PRISONERS WERE COUNTED

It was found that Rotary had captured just 159 members of the "Loyal Squad." Last Wednesday's attendance record stands unchallenged. Birmingham Rotary has accomplished something that no other club in the world has ever been able to accomplish. The attendance wasn't "good," nor "excellent," but just "100 per cent" and that's all you can say about it. Just one man "out of pocket" would have lost the day, but every man in the Birmingham Club either attended at home or elsewhere.

As Governor McGill says: "It shows that the personnel of the club is high; that interest is not centered in just a few men, but that 'every bloomin' soul' has a work to do, and does it."

There are just one or two outstanding incidents in connection with this wonderful record we want you to know about. First, you were told about Frank Shepard's sacrifice to attend in Montreal. President Bush mentioned the case of Martin Lide, who cancelled a very important engagement in the East. Jay Smith passed up an order for several car loads of lumber, and nobody knows how much commission or profit.

Then there's old Luther Doty. You can't beat him. He was in New York, along with about seven more Birmingham Rotarians. He wasn't satisfied with calling each man over the 'phone. He sat down and wrote each man there a per-

sonal letter, and he put it up to them "strong," and he got results.

Ed Linthicum chased from Atlanta to Anniston to Selma in order to "check in." He had an important engagement with Mrs. Linthicum to make an out-of-town trip that had been planned for some time, and you know that he incurred, well maybe not the enmity of his wife, but at least there were "domestic troubles." George Blinn reports a 25-mile ride over "impassable" roads to get to Wichita Falls to attend a meeting. There are dozens of other incidents similar to these, but we haven't the space to tell about all of them.

But there's one other incident, one that should be labeled "The Real Test." W. J. Rushton and Bob Thompson were on the train all day Wednesday. They decided about ten o'clock Thursday morning that they must attend, and started for Gadsden, 65 miles. Car trouble delayed departure until 11 o'clock and then W. J., Bob, Mrs. Thompson and ye honorable servant started on the trip. The Gadsden Club meets at 12.30.

Well it was a wild ride. Two cars were taken; eight punctures added pleasure to the chase, but after "relaying" from one car to another, we finally reached Gadsden at 1.28, just two minutes before adjournment of the Gadsden club. We were officially recorded as being present. At one time when the cars were running good I'll tell the truth the rest of the gang was scared to death and I distinctly heard the graphophone under the rear seat playing "Nearer My God to Thee."

It's all over now. The record has been made, and doubtless will never be equalled. It took some work, but the real thing that put it over was the interest of every individual member. Frank Barnett refers to Miss Browne as "the angel of the office." Correct he is, but I want to say she worked like the "devil" on this thing.

It's a great life if you don't weaken.

Thrift Week and Rotary

BY educating the people of the United States along the lines of judicious spending those in charge of National Thrift Week hope to establish a general state of mind that will combat unrest and turmoil now prevalent thruout the country. They have appealed to public spirited organizations of all kinds and have received many strong endorsements of the movement.

The first Rotary Club endorsement of 1920 National Thrift Week, which begins January 17, came from Appleton, Wisconsin. The mep of this club have appointed a committee to work in conjunction with those in charge of the program.

While many other organizations are concentrating their efforts upon adults, the Rotarians will have an opportunity to bring the financial creed of the week before the juvenile class with which much of their work in the past has been carried on.

To form good habits is much better than breaking bad ones. So if the Rotarians can make National Thrift Week a course in good citizenship, by emphasizing the financial creed of the program among the boys, they will be doing much toward the accomplishment of the aim of this movement. The financial creed of National Thrift Week is:

1. Spend less than you earn.
2. Make a budget.
3. Keep a record of expenditures.
4. Have a bank account.
5. Carry life insurance.
6. Make a will.
7. Own you own home.
8. Pay your bills promptly.
10. Share with others.

Most of the principles of this creed fit in nicely with the work the Rotary clubs have been carrying on with the boys' organizations. All of them should be instilled into a boy's character for his future well-fare.

Having the boy primarily in mind, the following ten point creed is suggested for his attention during National Thrift Week.

- Earn some money honestly every month.
- Put your maximum effort into your work.
- Save a part of your income.
- Start a bank account.
- Estimate in advance how you should dispose of a part of your income.
- Spend carefully and sensibly.
- Avoid waste in every form.
- Keep out of debt.
- Invest in Government securities.
- Share with others.

By endorsing National Thrift Week the Rotary clubs will be cooperating with the Y. M. C. A. in its great work in meeting the economic needs of young men and boys by helping them to solve their money problems, all of which have a direct bearing on the development of character. The economic program of National Thrift Week has for its aim to help a man to fit his income and abilities into the purpose of a well rounded life.

The National Thrift Week program includes:

"National Thrift Day" or "Bank Day", "Share With Others Day", "National Life Insurance Day", "Own Your Own Home Day", "Make A Will Day", "Thrift In Industry Day", "Family Budget Day", and "Pay Your Bills Day."—B. Palmer Davidson.

TO ADVERTISERS— A WARNING

There is always danger in prosperity—danger of an orgy. Almost every boom of every sort is followed by disaster.

Uncurbed enthusiasm drifts into speculation, men into recklessness. Wise efforts, by unique success, breed countless unwise ventures. There comes a feeling that nothing can go wrong.

But the laws of good business are unalterable. Violation leads to retribution—always. The inevitable storm comes soon or late to wreck all houses built of cards.

Advertising is entering a new era. Truth, efficiency, and wise direction have brought it new prestige. Multiplied successes have established its position. Its volume is today unprecedented.

But this natural growth, based on sound development, is already marred by excesses. Many old lines evidence a fever of extravagance. And scores of new lines are clearly unwise ventures.

No doubt the excess profits tax leads to much incautious expenditure. But for other reasons, also, what should be healthy growth shows symptoms of an unhealthy boom.

Unhealthy growth is bound to be disastrous. Not alone to those who suffer, but in its discouragements. In every boom the losses generally exceed the gains. Thus, a whole industry falls into disrepute, which years are required to outgrow.

So this is a time to speak plainly. Not as critics of our compeers or as posers, but as one of the leaders in the advertising line and both altruistically and selfishly its logical defenders.

Because of these buoyant times many are seeking to do in advertising that which can't be done. Some are advertising lines which cannot be identified. *Some are advertising to the millions things which only hundreds buy.*

Some are urging action where the advertiser's interest exceeds the buyer's interest. And people will not act.

Some are using large spaces to tell stories which small spaces would tell as well. They handicap themselves by extravagance.

Some advertise lines in a national way before testing them in a local way. They are taking undue risks.

Some start advertising who lack proper distribution. In many such lines nine-tenths of the sales are lost. No legitimate advertising can weather a loss like that.

Some are spending more than their lines admit. Conservative advertisers measure and limit expenditures.

Some advertise lines which can never be successful. Some in ways which experience proves impossible. They are proceeding blindly on the general theory that advertising pays.

Advertising is not a panacea. There must be proper diagnosis, right understanding and unusual skill. There must be caution, for every new line treads some unbroken paths.

Wrong advertising does not pay, and in times not so long past advertising has been largely wrong. Look over a magazine ten years old and mark how few of its advertisers lived.

The margins are limited, and waste is pretty sure to overstep the limits. Inefficiency has little chance in a field as big as this. Guessing cannot compete with test-created data. Unwise and hasty ventures in this line meet an almost universal doom.

It is because of the temptation in these buoyant times to look on advertising as a panacea that we are impelled to utter the cautions here stated.

Let nothing here contained be construed as meaning that we do not feel there are those who can profitably spend vast sums in advertising.

Our caution is to a multitude who by spending now more than their lines warrant, or by spending unwisely, breathe into their business a spirit of wastefulness that must result in discouraging reaction in other times to come.

Advertising is too great a power thus to be brought into disrepute. To many who are today indulging in an orgy of unwise and uneconomic advertising we issue these words of warning—for the good of the cause.—Lord & Thomas in *Printer's Ink*.

for Spare Shoes



**The ALLEN
TIRE CASE**

The Allen Auto Specialty Co.
Makers of the ALLEN SHUTTER
Radiator Cover
16 West 61st. New York
2007 Michigan Ave. (Chicago Branch)

To Know When—

You Need a

KASTEN TIME STAMP

Sample Imprint

JUNE 9, 1918, 3 45 PM {—



Get a Kasten Time Stamp, and record exactly the minute letters, orders or other matters come in and go out. Kasten's Time Stamps are economical, built for long service, and they work quickly, smoothly and accurately.

Send for catalogue showing styles and giving prices.

HENRY KASTENS

Room 400
418-420 West 27th Street
NEW YORK CITY, N. Y.



Depository of I. A. of R. C.

The nine hundred and fifty banks of Rotary are reminded that the ideals of cheerful service and wholehearted co-operation, so essential to every Rotarian, dominate the banking activities of the

UNION TRUST COMPANY

Madison and Dearborn Streets, Chicago
Rufus F. Chapin, Rotarian.
Secretary

American Impressions of a Briton

By J. D. Jones, LL. D.

At a meeting of the Rotary Club of Bournemouth, England, attended by more than 700, the principal guest was the Rev. Dr. J. D. Jones, who had recently returned from a visit to the United States. The following extracts from his address are reprinted from The Bournemouth Echo:

I am keen on helping Britain and America to understand one another. I am keen on this, because I believe that on such mutual understanding the peace of the world depends. The League of Nations has no substance apart from the friendship of Britain and America. If they hold together and act together in real and cordial union, that League of Nations, which is pretty much of an ideal to-day, may become a practical and decisive factor in the world's life.

There are certain things which are common to the two nations, and which mark them as natural allies. There is, first of all, our common language.

America is a very composite nation. Its people form the most wonderful amalgam the world has ever known. But all America, from the Atlantic to the Pacific, speaks English. Immigrants of every nationality pour into America—Italians, Poles, Slavs, Armenians. The adults speak their native tongue—but their children speak English, and while all speak English there is a very considerable element which is of British descent and the old Southerner and the New Englander have never forgotten the land of their origin. And this fact that many in America are of British stock, is a factor in the situation which helps to unite the two nations.

But I am not forgetting that there are also in America millions of people who have no such ancestral connection with England. I think that was the mistake our people made during the early years of the war, and which made them so impatient with America's dilatoriness. They seemed to think that because America's language was English, therefore the people must be English too.

As a matter of fact there are in America millions of Germans, millions of Italians, millions of Scandinavians, millions of Poles, millions of Jews. And these folk had no sentimental regard for England as the land of their origin. And we must reckon with that fact still.

I by no means ignore the fact that there are in America millions of people of British descent. That fact counts, and counts heavily. But the people of British descent are probably outnumbered by the people who are not British.

Factors for Friendship

So a much more powerful factor than the fact of a common descent is the fact of common ideals and beliefs.

The common language means a common literature. Americans read the same books, they sit at the feet of the same masters as we do. They are nourished by the same mental food, they drink at the same spiritual fountains as we do. All the varieties that go to make the American people, in process of time get Americanized. The American poets and thinkers and the British poets and thinkers become their teachers and inspirators.

And so it comes about that, with character-

istic differences of temperament, the British and the Americans cherish very much the same ideals.

"There is an altruism that is common to both. It is more vocal in America than it is here. The Britisher is a bit ashamed to confess that altruist motives affect him. But they do. The war amply proved that.

Both countries respond to moral appeals. They can be moved by disinterested and spiritual ideals.

Then both countries have a passion for liberty. That is a part of our common inheritance.

And for my own part, I trust to these common ideals more than I do to anything. In moral temper, in spiritual sympathy, in aspiration and outlook, America and Britain are one.

All these facts make for the abiding friendship between the two nations which in the interests of the well-being of the world we desire.

Obstacles to Overcome

But it would be in vain to deny that there are a good many obstacles to overcome before British-American friendship becomes a firm, solid and unshakable fact. First of all there are old memories to be lived down and old quarrels to be forgotten. I believe the war has done much to remove the old prejudice against England.

The sacrifices England has made, the constancy she has shown, the valor of her sons, the noble way in which she has borne her sorrows—all these have stirred up a great wealth of affection and admiration and love for England. But if that temper is to last, certain things must be buried in decent oblivion, and the rising generation must not be fed with stories of British tyranny and perfidy.

Secondly, there are certain very marked differences of temperament between Americans and Britishers which tend always to misunderstanding and irritation. The American is exuberant, effusive, free; the Englishman is silent and reticent and reserved. The American dispenses with introductions, and will talk to any stranger he meets, and in ten minutes be as confidential as if he had known him ten years; the Englishman will travel for hours and never say a word to the man sitting opposite him.

Now there is a possibility of friction in this difference of temperament. What we want just

Industrial Liberty

INDUSTRIAL liberty, like civil liberty, must rest upon the solid foundation of law. Disregard the law in either, however good your motives, and you have anarchy. The plea of trades unions for immunity, be it from injunction or from liability for damages, is as fallacious as the plea of lynchers. If lawless methods are pursued by trades unions, whether it be by violence, or by intimidation, or by the more peaceful infringement of legal rights, that lawlessness must be put down at once and at any cost.—Louis D. Brandeis, Justice of U. S. Supreme Court.

now is a number of men who will interpret England to America, and America to England.

For when we get behind the superficial difference we shall find in each other certain common sympathies and ideals that ought forever to bind our people into one.

Then, thirdly, we should be merely burying our heads in the sand if we did not recognize that there were also political difficulties to be overcome. And the chief of these is Ireland. It is a simple matter of fact that our Irish difficulty constitutes the biggest peril to a good understanding between America and ourselves.

A happy settlement of Ireland would remove the last shred of difference between us, and so would directly further the great cause of the peace of the world.

A Warning to England

There is one other thing I wish to mention. It is by way of warning to England. In the interests of the peace of the world it is essential that America and England should be friends. But there is no disguising the fact that in the world of commerce they are sure to be rivals.

America has certain natural advantages over us. She has vast stores of raw material, such as we have not. But she is not relying simply on her natural advantages. America is definitely and consciously equipping herself for the coming struggle for trade. She is concentrating all her youthful energy and all her inventive ingenuity on the task of capturing the markets of the world.

Three things even a mere tyro like myself can notice in America.

(1) Employer and employed there believe in maximum production. As far as I could see there was no *ca' canny* policy there. The American people are in no sort of bondage to the heresy that the position of the workman is somehow going to be improved by limiting the output. They realize that wealth consists in commodities. And while the American insists on good wages, he is out to produce all he can, and so increase his country's wealth.

(2) In the second place, they are keen on all sorts of labor-saving devices to economize labor, and so once more to increase production.

(3) In order to promote the efficiency both of master-man and journeyman America has gone dry from the Atlantic to the Pacific. I saw no signs of intoxicants during the whole four weeks I was there. They have done this in the interests of business efficiency. They want their men to do their best in the great struggle for trade.

I am no pessimist, but there are dangers ahead, and it is high time for us to awake out of sleep. We must learn to live simply and to work hard. And we must get a new spirit. To make self-interest our guide is simply to perpetuate strife, and perpetuation of strife will, in the long run, spell bankruptcy and ruin, and England, like Tyre, may become a memory and a name.

It is a new spirit we want—the spirit for which this Rotary Club stands. If we can substitute the idea of service—service to the community and to the world, for the idea of self-interest, I have no fears for the future. We shall have a happy England and a peaceful world.

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